COURSE: __PERFORMANCE MANAGEMENT__

Credits	2
Faculty Name	Prof. Snigdha Pattnaik
Program	EMBA 2018-19
Academic Year and Term	TERM IV

1. Course Description

Performance Management is one important area of HRD that contributes directly towards the healthy growth of the individual in the organization. Consequently, a good understanding of this area would enable a manager to help in developing and maintaining the dynamism and vitality of the organization.

2. Student Learning Outcomes
- To understand the role of Performance Management in the Human Resource Management system.
- To understand the different components of Performance management systems and their interrelationships
- To be able to apply the concepts learnt in an organizational setting

3. Required Text Book and Reading Material
- Performance Management by Herman Aguinis, 3rd edition, Pearson Publications.
- Additionally articles from research/ professional journals and chapters from different books will be circulated in soft or hard copy form.

4. Tentative Session Plan

SESSION	TOPIC	READINGS & CASES
1	Introduction to Performance Management (PM) Principles, Benefits & Process of PM	• Aguinis, Ch. 1 • Aguinis, Ch. 2 • *Meyer, Kay & French*: Split roles in performance appraisal
2	Organization Culture and its impact on PM	• Case: Brussels and Bradshaw
3	Performance Planning: Organization level	• Aguinis, Ch. 3
4	Balanced Scorecard	• *Pandey, I.M.*: Balanced Scorecard- Myth and Reality
5	Performance Planning: Individual level	• Case – to be distributed
6 & 7	Techniques of Appraisal	• Aguinis, Chs. 4, 5 & 6 • *Bernardin, & Beatty*: Performance appraisal: methods and formats
8 & 9	360 degree feedback and assessment	• Aguinis, Ch. 6 & 8 • Case - to be distributed
10	Performance Review and Feedback	• Aguinis, Ch. 8 & 9 • Case: The interim performance review
11	Issues of Accuracy and Bias in Performance Management	• *Longencker, Sims & Gioia*: Behind the mask: The politics of employee appraisal • Aguinis, Ch. 7

12	Designing & Implementing Performance Management Systems	• Case: to be distributed
13	Performance Appraisal Systems in Indian Organizations	• Different Organizational PA Formats
14	Performance management across the world Concluding and Summing up	• Class notes

5. Evaluation:
- End Term   45%
- Quiz   20%
- Class participation   10%
- Project work   25%

6. Academic Integrity:
- Please note that students involved in academic dishonesty will receive a **ZERO** grade on the particular component in which the infraction occurred.
- Academic dishonesty consists of misrepresentation by deception or by other fraudulent means. In an academic setting this may take any number of forms such as copying or use of unauthorized aids in tests, assignments, examinations, term papers, or cases; plagiarism; talking during in-class examinations; submission of work that is not your own without citation; submission of work generated for another course without prior clearance by the instructor of both courses; submission of work generated by another person; aiding and abetting another student's dishonesty; and giving false information for the purpose of gaining credits.

7. Student Consultation:
I will be available in my office for any discussion/consultation on class days and as per need. You can email or call me to fix a suitable day and time.