

COURSE: PERFORMANCE MANAGEMENT

PGDM 2009-11

TERM VI

INSTRUCTOR: PROF. SNIGDHA PATTNAIK

INTRODUCTION:

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.

COURSE OBJECTIVES:

1. To enable participants to understand the role of Performance Management in the Human Resource Development process.
2. To gain an insight into the complex field of Performance Management and understand its various aspects
3. To acquire the ability to build systems for effective performance management and evaluation suited to the needs and pressures of the organization and the environment.

COURSE OUTLINE & SESSION PLAN:

SESSION	TOPIC
1	Introduction to Performance Management (PM) Case discussion - SIPL
2	Principles, Benefits & Process of PM
3	Case discussion – Zorro Engineering Works
4	Performance Planning
5 & 6	Balanced Scorecard and Performance management
7 & 8	Techniques of Appraisal
9	Observation, Documentation and Performance Analysis
10	Case discussion – Classical Chemicals
11	Issues of Accuracy and Bias in Performance Management
12	Potential Assessment
13	Case discussion – Are management appraisals fallacious
14	Designing & Implementing Performance Management Systems Case – Row Engineering
15 & 16	360 degree feedback and assessment Case discussion – Morgan Stanley

17 & 18	Performance Appraisal Systems in Indian Organisations
19 & 20	Performance Review and Feedback Case discussion and role play

The session plan may be modified as we proceed in case we feel the need for mid-course correction to enhance learning.

PEDAGOGY:

The course is largely case-based, so most of the theoretical input will be based on cases that will be discussed in class. Coverage will also be through use of lecturettes, interactive discussions, and experience sharing.

REQUIRED TEXT:

Performance Management by Herman Aguinis (2nd ed.), Pearson Publications. Additionally articles from research/ professional journals and chapters from different books will be assigned during the course. These will be circulated in soft or hard copy form to the students.

REFERENCE BOOKS:

1. Designing and Managing Human Resource Systems - Pareek and Rao
2. Performance Appraisal - Theory & Practice - T.V. Rao
3. Performance Appraisal Assessing Human Behaviours at Work - Bernardin and Beatty
4. Managerial Performance Appraisal in India - M.K. Basu
5. Management of Performance Appraisal - M.L. Monga
6. The Performance Appraisal Sourcebook - Baird, Beatty and Schneier
7. Performance Appraisal & Human Development - Smith and Brouwer
8. Increasing Productivity through Performance Appraisal - Latham and Wexley
9. Win-win Performance Management/ Appraisal - Erwin Rausch
10. Counseling Psychology - S. Narayan Rao.
11. Counseling in an Organization - Dickson and Roethlisberger

EVALUATION:

End Term	45%
Quizzes	20% (best 2 of 3, 10% each)
Assignments	30%
Class Participation	5%

- Quizzes may be announced or unannounced. No requests for make-up quizzes will be entertained under any circumstances. There will be a total of 3 quizzes held (10% weightage each) and the scores of the best 2 will be taken.
- Assignments will be done both in class and outside the class.
- A note on the assignments will be put up on AIS.

ACADEMIC DISHONESTY:

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.

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. You will also have to be in touch with my secretary for various course requirements. Our contact information is given below.

Prof. Snigdha Pattnaik

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