



**Dr. V. N. Bedekar Institute of Management, Thane**  
**Teaching Plan (MMS/PGDM)**  
**Academic Year (2016-2017)**

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Programme Name: MMS / PGDM: MMS

Name of the Course: Performance Management Systems

Maximum marks: 100

No. of Sessions: 15

Name of the Faculty: Prof Kanchan Akshay

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Weblink:

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**Learning Objectives:**

- 1) Apply the theoretical and practical aspects of performance management in the organization.
  - 2) To know the various reward and recognition systems used by the organization to motivate its employees
  - 3) To identify various dangers of poorly implemented performance systems
  - 4) To know the current industry practices of appraising employees
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**Reference Books:**

**Performance Management by Herman Aguinis**

**Performance Management and Appraisal Systems-HR tools for global competitiveness by T.V Rao**

**Performance Appraisal and Compensation Management by Goel**

**Effective Performance Appraisal by James Neil**



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**Plan:**

<b>Session No</b>	<b>Topics to be covered</b>	<b>Books referred/ Recommended/ References- Print/Articles/ News/Research papers/ Online database/ Software /Simulations used</b>	<b>Learning outcomes</b>	<b>Evaluation of Students understanding by MCQs, Quiz, Short Test</b>
1	Introduction to Performance Management- definition, advantages, disadvantages of poorly implemented PMS	Power point presentations and books referred Performance Management by Herman Aguinis chapter 1	To understand the basics of PMS in the organization	
2	Performance Management System and its role, the process of PMS	Power point presentations and books referred Performance Management by Herman Aguinis chapter 2	To understand the process of PMS	
3	PMS and Performance Appraisal- Determinants of Performance, Performance Dimensions, Measuring Performance, Difference between PMS and Appraisal	Power point presentations and books referred Performance Management by Herman Aguinis chapter 4	To understand the difference between PMS and Appraisal and techniques used by organizations to measure performance	
4	Performance Appraisal – Methods of Appraisal, Measuring Results and Behaviours	Power point presentations and books referred Performance Effective Performance Appraisal by James Neil, Management by Herman Aguinis chapter 5	To understand various appraisal methods and choose the best.	
5	Conducting Staff Appraisals- Need, Job Description, Process, Skills required	Power point presentations and books referred Performance Management by Herman Aguinis chapter 6	To understand the process and implementation of	Small test



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			appraisal	
6	Employee Development – Career development, 360 as development tool, Performance linked with career development	Power point presentations and books referred Performance Management by Herman Aguinis chapter 8	To understand the activities that would help in successful implementation of development plan	
7	Performance Management and Employee Development- Promotion Policy, Remuneration System	Power point presentations and books referred Performance Management by Herman Aguinis chapter 8	To understand various promotion policies for employee development	
8	Reward for Performance- Reward System, Components of Rewards, Objectives of Rewards, Linking Performance with Rewards	Power point presentations and books referred Performance Management by Herman Aguinis chapter 10	Various rewards systems used by the organization to motivate employees	
9	Rewards & Recognition- Compensation systems, pitfalls or shortcomings for rewards system, guidelines for good appraisal system	Power point presentations and books referred Performance Appraisal and Compensation Management by Goel, Performance Management by Herman Aguinis chapter 10	To understand the problems in implementing a reward system and ideal PA system	
10	Performance Consulting- Concept, Need for Performance Consulting, Design for Performance Consulting	Power point presentations and books referred Performance Management by Herman Aguinis chapter 9	To understand the concept of consultant in PMS and its relevance today	Small test
11	Performance Consulting- Role of a Consultant, Contracting Performance Consulting services	Power point presentations and books referred Performance Management by Herman Aguinis chapter 9	To identify the role of Performance consultant and practices	
12	Ethics in Performance Management- role of ethics in PMS	Power point presentations and web	To understand the ethical practices followed by organizations in	



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			implementing PMS	
13	Case Studies and Discussion			
14	Class Test & Presentations			
15	Class Presentations & Revision			

**2. Practical Approach : other activities (Atleast 4 distinct activities)**

Sr. No.	Activity Name	Topic Coverd	Learning outcomes	Source
1	Role Play	Conducting Staff appraisal	Students would know how to conduct staff appraisal	
2	Group Discussion	<u>Monetary Rewards vs Non-monetary Rewards</u>	Importance of rewards and recognition	
3	Business Quiz / Business News sharing	Articles to presented from Human Capital	To make the well versed with the current news	
4	Videos / Simulation	Videos on process of PM in the organization	To know the best practices of the industry	
5	Use of Softwares and Labs			



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**Evaluation:**

**I) Internal:**

<b>Component</b>	<b>Details</b>	<b>Marks</b>
Class Test	2 class test shall be conducted 10 marks each	20
Presentation	Students would be assessed on the individual presentation given	10
Case Study	Atleast 5 case studies would be discussed and students shall be evaluated as per their contribution in the discussion	10
Participation		
Others		

**Signature of Faculty**

**Signature of the Co-ordinator**