

Performance Management Systems

Course contents:

1. Introduction to performance appraisal and performance management systems.
2. Performance Management Systems (PMS): Historical review of performance appraisal, research findings in P A in India and abroad, methods of P A, appraisal forms and formats, measurements in P A, process and documentation of PMS, performance feedback and counselling, implications of management styles, organizational implications, legal and ethical perspectives in P A.
3. Concept and definition of role and competency, characteristics of competency, competency versus competence and performance, types of competencies, promoting competency culture.
4. Performance appraisal system implementation: Defining performance, determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, performance measurement approach, results and behaviors, implementing PMS Usage of tools like ERP such as SAP, Oracle, RAMCO
5. Performance management application & improvement: Performance management for teams, performance management in practice, analyzing performance problems. Performance counseling- concept, principles and skills, Competency based performance management.
6. Performance management linked reward systems- reward management, objectives, components of reward system, types of pay for performance plans: individual based, team based, corporate wide plans
7. Competency management framework: Macro view of competency management framework, linking HR processes to organizational strategy, competency framework, competency modeling framework, developing a competency model, understanding job positions, data collection instruments for job descriptions, preparation of job descriptions, stages in design and implementation of competency model, competency assessment and competency mapping.
8. Process of Competency Mapping: Identifying competency requirement for various sectors of employment / various jobs IT, ITeS, insurance, banking and other financial services, entertainment, health services. defining competency requirements: skills, tasks, activities and technologies.
9. Competency Models: Steps in developing a valid competency model, Goleman's emotional intelligence model, aspects of emotional intelligence, self-awareness, social awareness, self-management and relationship management

10. Context and relevance of performance management systems and competencies in modern organizations. Ethics in performance management: definition, objectives and significance, issues and dilemmas involved, strategies in performance management.

11. Case studies and Presentations.

References:

1. T. V. Rao, Appraising and Developing Managerial Performance, TV Rao Learning Systems Pvt Limited, Excel Books, 2003.
2. Gary Dessler, Human Resource Management, ed. x, 2006, Pearson Education New Delhi.
3. Patnayak, Biswajeet, Human Resource Management, ed. iii, 2006, P.H., New Delhi.
4. T.V. Rao and Raju Rao, (ed) 360 degree Feedback and Performance Management System, Vol. I, ed. ii, 2003, Excel Books.
5. Monoppa&Saiyadain, Personnel Management, Tata McGraw Hill, New Delhi.
5. Strauss & Sayles, Personnel Problems of Management, Prentice Hall of India.
6. Pramod Verma, Management of Industrial Relations, Vora Prakashan, Ahmedabad.
7. Sinha, PRN, Sinha IB and Shekhar SP, Industrial Relations, Trade Unions and Labour Legislation, Pearson Education, New Delhi 2004
8. Performance Management: Robert Bacal, McGraw-Hill Education, 2007
9. Performance Management and Appraisal Systems: HR Tools for Global Competitiveness by T.V. Rao. New Delhi, Response Books, 2007.
10. Performance Management System, R.K. Sahu – EB
11. Performance Management and Appraisal, TV Rao, Sage
12. Srinivas R. Khandula: Performance Management: Strategies, Interventions and Drivers, Prentice Hall of India
13. Bringing out the best in people by Daniels.
14. Effective Performance Appraisal by James Nei