

# **IMB 803B / IMB 903B**

## **PERFORMANCE MANAGEMENT**

### **Module - I: Conceptual Approach to Performance Management:**

Introduction to Performance Management, Process for Managing Performance, Implications for Performance Management, principles of performance Management, benefits of performance Management, Performance Management strategies.

**Performance Appraisal & Potential Appraisal:** Meaning of Performance appraisal, methods and approaches to performance appraisal, Obstacles in appraisal, Potential Appraisal.

### **Module - II: Measuring Performance:**

Criteria for performance measures, classification of measures, Types of measures: organizational (Balance score-card, EFQM, EVA), Team, Individual; Guidelines for defining performance measures, obtaining and analyzing information for measurement purposes, 360<sup>0</sup> feedback, Assessment centers, Performance reviews.

### **Module - III: Performance Management Application & Improvement:**

Performance Management in practice, Performance Management in Manufacturing, Services and IT Sector with special reference to NALCO, State Bank of India, Infosys and ITC, Strategies for improving performance. Analyzing Performance problems. Performance counseling and coaching - Concept, Principles and Skills.

### **Module-IV: Reward Systems and Legal issues:**

Performance Management linked Reward Systems- Reward Management, Objectives, Components of Reward System, Linkage of Performance Management to Reward and Compensation Systems “Do only what you get paid for” Syndrome, Types of pay for Performance Plans – Individual based, Team Based, Plant Wide Plans and Corporate Wide Plans. Some legal principles affecting Performance Management.

### **Recommended Books:**

- a. Performance Management, Aquinis - Pearson
- b. Performance Management, Chadha, Macmillan
- c. Performance Management, Armstrong, Michael, Baron, Jaico
- d. Performance Management, Cardy – PHI
- e. Performance Management, Kohli, Deb – Oxford
- f. Performance Management, D Sharma, HPH
- g. Performance Management System, R.K. Sahu – EB