



Program	Master of Business Administration (MBA)	Semester - 4
Type of Course	Major	
Prerequisite		
Rationale	-	
Effective From A.Y.	2024-25	

Teaching Scheme (Contact Hours)				Examination Scheme				
Lecture	Tutorial	Lab	Credit	Theory Marks		Practical Marks		Total Marks
				T	T	P	P	
4	-	-	4	50	30	-	-	150

SEE - Semester End Examination, T - Internal Theory, P - Internal Practical

Course Content		T - Teaching Hours W - Weightage	
Sr.	Topics	T	W
1	Module I Performance Management: ☐ Aims, Characteristics ☐ Developments in Performance Management ☐ Concerns ☐ Understanding PM ☐ Performance Appraisal and Performance Management - PM and MBO - 7 rules of excellence ☐ 7 sins of HR professionals	15	25
2	Module II Process of Performance Management: ☐ Performance Management cycle ☐ PM Sequence, Working of PM ☐ Performance Management Activities ☐ PM in action – feedback management in PM ☐ Performance Counselling - Objectives; Process; ☐ Conditions for Effective Performance Counselling and Planning	15	25
3	Module III Performance Monitoring: ☐ Assessment Centre ☐ Designing and Measuring performance (KPI & KRA) ☐ Criteria for performance measurement ☐ Setting Organizational, Team & Individual performance Standards ☐ Methods for evaluating Performance - 360 Degree appraisal - Competency Mapping & Competency Modelling ☐ Balance Scorecard	15	25
4	Module IV	15	25



Course Content		T - Teaching Hours W - Weightage	
Sr.	Topics	T	W
	Role of Training and Development in PMS: ☐ Need Identification for Training and Development for Performance Management ☐ Rewards and Recognition ☐ Team Performance ☐ Performance Management linked Reward System ☐ Role of HR Professionals in Performance Management ☐ Potential Appraisal & its linkage to Performance Management ☐ Performance Agreements ☐ Performance Reviews; feedbacks – e-PM ☐ Strategic role of HR professionals ☐ Ethics in Performance Management		
Total		60	100

Suggested Distribution Of Theory Marks Using Bloom's Taxonomy				
Level	Application	Analyze	Evaluate	Create
Weightage	25	25	25	25

NOTE : This specification table shall be treated as a general guideline for the students and the teachers. The actual distribution of marks in the question paper may vary slightly from above table.

Course Outcomes	
At the end of this course, students will be able to:	
CO1	Understand the significance of performance management and its integration with organizational strategic and succession planning, including the alignment of individual KRAs and self-evaluation with company-wide assessments.
CO2	Design performance parameters aligned with business goals and propose innovative approaches for redesigning appraisal systems to meet the needs of various organizations.
CO3	Analyse appraisal challenges and cultural considerations in multinational and Indian contexts, identifying problems and difficulties associated with different appraisal methods
CO4	Critically assess ethical issues in performance management practices within specific industries, evaluate criteria for performance outcomes, and address leadership challenges in the design, implementation, and updating of performance management systems

CO PO Mapping				
CO	CO - 1	CO - 2	CO - 3	CO - 4
PO - 1	3	0	0	0
PO - 2	2	3	3	3
PO - 3	2	2	0	3
PO - 4	0	3	3	3
PO - 5	0	3	2	2



Reference Books

1.	Performance Management (TextBook) By A. S. Kohli, T. Deb Oxford Higher Education
2.	Performance Management By Soumendra N. Bagchi Cengage
3.	Performance Management (Text & cases) By R. K. Balyan, Vikramender Singh Balyan, Suman Balyan Himalaya Publishing House