PERFORMANCE MANAGEMENT

MBA-MS BATCH: 2016-18 / TRIMESTER-V

DEPARTMENT OF MANAGEMENT, BANGALORE CAMPUS

AMRITA VISHWA VIDYAPEETHAM (UNIVERSITY)

INSTRUCTOR AND CONTACT INFORMATION

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COURSE OBJECTIVE

Recent research shows that in 98% of the cases, an "Employee Joins an Organisation & Leaves a Manager" & in the Top reasons why the employee leaves the Manager is – Lack of Recognition for the work Done, Lack of Career Development & Job Satisfaction. This is where Organisations have started giving lot of importance for the "Performance Management System"- which not only cares for the above mentioned factors, but many more. Someone has rightly mentioned…"An Organisation cannot Develop..without it's employees being Developed"…needless to say, PMS has a key role to play in this aspect of "Development" of all it's employees. **Performance Management means creating both competence and growth for employees. Effective Performance Management incorporates a series of on-going assessments, processes and activities that encourage growth and measure progress in attaining objectives.**

Organisational success is as much a function of the way business practitioners manage employees, as it is the function of organisational structures and financial resources. Through PMS, Managers have a very important tool to manage employees, their development, Career Aspirations & their expectations.

One of the greatest challenges facing companies today is retaining top talent. The expense to an organisation of replacing an employee (including separation, replacement, training and lost performance costs) can be as much as that employee's salary for a year. Turnover further erodes morale among those employees that remain in the organisation and harms customer retention. This is where "PMS" can support the Organisation to not only identify the "Stars", but also look @ employees who really need to be Developed.

This course aims to help students understand turnover intentions and will show them how they can assist organisations to gain a competitive advantage through being able to keep their most valued employees Motivated & Loyal- using the tool of "Performance Management System".It also is aimed to examine the importance of an effective performance management system in helping organizations define and achieve short and long term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.

LEARNING OUTCOMES

At the conclusion of this course, the students should be able to:

1. Understand the Theory, Concept & Good practices in the area of PMS. Also understand & appreciate the 'Strategic Importance' of PMS in any Organisation.
2. Design an organization's performance management process that is compliant with law and supports organizational mission and strategy.
3. Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
4. Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.
5. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
6. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

COURSE CONTENT / TOPICS

- Performance Management Framework: The importance of performance management
- Brief History of "PMS"
- Performance Planning: Organizational mission, strategy and goals
- Steps in Performance Management
- Goals Setting (SMART Goals)
- Quality of Goals
- IDP's – Career Development.
- PRED Discussions- The Art of giving Feedback
- Performance Ratings- BELL CURVE
- Some Latest Case study on "Removing the Forced Rating System (Bell Curve)
- Creating a performance management culture through HR programs and practices –
 - Performance planning process and employee performance
- Rewards and Recognition
- Linking Performance to "Compensation Revision"
- Variable Pay- Introduction & Payout.
- Designing jobs to enhance performance
- Performance assessment, including 360 degree feedback
- Performance improvement planning (PIP)- identifying root causes of performance issues

and support the Employee to turn-around.
- Coaching and performance management
- Team management
- Performance management system review and enhancement
- Critical Employees Vs Critical Positions
- Does our PMS help us to identify Performance & Potential?

REQUIRED COURSE MATERIALS AND READINGS

RECOMMENDED BOOKS:
- Performance Management System- by RK Sahu.

REFERENCE BOOKS:
- Performance Management – by Paul Newton & H. Bristoll
- Competency at Work- by Spencer & Spencer
- The Balanced Scorecard by Robert S. Kaplan and David P. Norton

EVALUATION CRITERIA

Assignments & final Project

Components and Weights

Components	Weightage (%)
Component 1: Presentation on allotted topic	25%
Component 2: Individual Project	35%
End term	40%
Total	100%

DETAILS OF SESSION: TENTATIVE COURSE SCHEDULE

SESSION NO.	TOPICS TO BE COVERED	METHODOLOGY
Session 1, 2 & 3	• Background Info. • Introduction to the concept of "Performance" • Brief History of "PMS"	- Discussions - Real Life Examples - Case Studies

Sessions 4 & 5	• Performance Management Framework: The importance of performance management • Brief History of "PMS" • The Place of "PMS" in HR	- Discussions - Real Life Examples - Case Studies - Slides
Sessions 6 & 7	• Performance Planning: Organizational mission, strategy and goals • Steps in Performance Management	• Discussions • Real Life Examples • Case Studies • Slides
Sessions 8 & 9	- Goals Setting (SMART Goals) - Quality of Goals • Goals Audit	• Discussions • Real Life Examples • Case Studies • Slides
Sessions 10, 11 & 12	- IDP's – Career Development. - Employee Engagement through PMS - The Role of Career Development in the Engagement of Employees	• Discussions • Real Life Examples • Case Studies • Slides
Sessions 13 & 14	- PRED Discussions- The Art of giving Feedback - Sandwich approach to Feedback - Role Play on "Giving & Taking" feedback	• Slides • Role Play
Session 15 & 16	- Mid Term Assignment/ Project Presentation - Performance Ratings- BELL CURVE - Relevance of Bell Curve in the current Scenario	• Presentation by the student on the assignment • Slides • News Paper Cuttings on the Topic •
Session 17 & 18	- Latest Case study on "Removing the Forced Rating System (Bell Curve)	• Articles & Study from the Student on the Industry Practices
Session 19 & 20	- Creating a performance	• Discussions

	management culture through HR programs and practices – - Performance planning process and employee performance	• Slides

Session 21 & 22	- Rewards and Recognition
	- Linking Performance to "Compensation Revision"
	    - Variable Pay-
	      Introduction & Payout.
		• Discussions
		• Real Life Examples
		• Case Studies
		• Slides

Session 23 & 24	- Designing jobs to enhance performance; JD's - Performance assessment, including 360 degree feedback -Performance improvement planning (PIP)- identifying root causes of performance issues and support the Employee to turn-around.	• Discussions • Formats of some Organisations • Slides
Session 25 & 26	- Revision of the Concepts & Real life examples.	

** 1 Session= 75 Min. (1.15hr)