

DSEH04 – Performance Management and Employee Engagement

Master of Commerce
Semester III
DSE – Elective Paper
Performance Management and Employee Engagement

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSEH04	Performance Management and Employee Engagement	3	1	0	4	NIL

Objective: This course examines modern approaches to performance management, employee engagement strategies, and the psychology of motivation in contemporary work environments.

Learning Outcomes: After completing this course, the students should be able to:

- Design contemporary performance management systems and practices
- Apply engagement strategies based on behavioral science and psychology
- Evaluate motivation theories and their practical applications in organizations
- Analyze performance data and design intervention strategies
- Create high-engagement cultures and sustainable performance ecosystems

Contents:

Unit I (10 Hours)

From traditional appraisals to continuous performance management; Performance management system design and effectiveness criteria; Goal-setting frameworks: OKRs, balanced scorecards, agile goal management; Performance coaching and development conversations

Contemporary Focus: Real-time feedback platforms, peer recognition systems, AI-powered insights.

Framework Development: Continuous performance management system design.

Unit II (10 Hours)

Advanced motivation theories: Self-determination theory, flow theory, purpose-driven motivation; Engagement models: Kahn, Gallup, Schaufeli & Bakker; Psychological contracts and trust in workplace relationships; Intrinsic vs extrinsic motivation and their organizational applications; Psychological capital as intrinsic motivation.

Contemporary Focus: Purpose and meaning at work, psychological ownership, micro-moments of engagement.

Assessment Tools: Engagement survey design, motivation mapping.

Unit III (10 Hours)

Engagement strategy development and implementation frameworks; Engagement drivers analysis and prioritization; Multi-generational engagement strategies; Employee lifecycle engagement: onboarding to alumni

Contemporary Focus: Remote engagement, digital engagement platforms, wellbeing integration.

Data Analysis: Engagement survey analysis and action planning.

Unit IV (15 Hours)

Strengths-based performance management and development; Career development and internal mobility strategies; Mentoring, coaching, and sponsorship programs; Learning and development integration with performance.

High-performance work systems and practices; Team performance and collaboration effectiveness; Recognition and reward program design; Performance culture transformation strategies.

Contemporary Focus: Skills-based career paths, reverse mentoring, micro-learning, Hybrid team performance, virtual collaboration, culture of experimentation.

Program Design: Comprehensive talent development program. High-performance culture implementation strategy.

Tutorial Exercise: Students will design continuous performance management systems and analyze engagement survey data. They will examine performance culture cases from organizations like Adobe and Microsoft, conduct performance coaching role-plays, and develop comprehensive engagement strategies.

Suggested Readings:

- Bakker, A. B., & Demerouti, E. (2017). Job Demands-Resources Theory: Taking Stock and Looking Forward. *Journal of Occupational Health Psychology*, 22(3), 273-285.
- Buckingham, M., & Goodall, A. (2015). Reinventing Performance Management. *Harvard Business Review*, 93(4), 40-50.
- Csikszentmihalyi, M. (1990). *Flow: The Psychology of Optimal Experience*. Harper & Row.
- Deci, E. L., & Ryan, R. M. (2008). Self-Determination Theory: A Macrotheory of Human Motivation, Development, and Health. *Canadian Psychology*, 49(3), 182-185.
- Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, 33(4), 692-724.
- Locke, E. A., & Latham, G. P. (2002). Building a Practically Useful Theory of Goal Setting and Task Motivation. *American Psychologist*, 57(9), 705-717.
- Pink, D. H. (2009). *Drive: The Surprising Truth About What Motivates Us*. Riverhead Books.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job Demands, Job Resources, and Their Relationship with Burnout and Engagement. *Journal of Organizational Behavior*, 25(3), 293-315.