

Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time

DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-6)

DSE 6: PERFORMANCE MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

| Course title & Code | Credits | Credit distribution of the course | | | Eligibility criteria | Pre-requisite of the course (if any) |
|--------------------------------|---------|-----------------------------------|----------|----------------------|----------------------|--------------------------------------|
| | | Lecture | Tutorial | Practical / Practice | | |
| Performance Management (DSE 6) | 4 | 3 | 1 | 0 | Class XII | None |

Learning Objectives

- To identify the knowledge and skills required for effective employee performance and team performance management
- Designing and implementing performance management systems to measure and align individual performance with strategic objectives of the firm.

Learning Outcomes

On successful completion of the course the learner will be able to:

- Explore the concept and dynamics of performance appraisal and performance management.
- Appreciate the significance of implementing an on-going and thorough performance management system.
- Develop an understanding of various approaches to performance management.
- Illustrate criteria and standards for performance management.
- Create and develop skills required for effective performance management.

SYLLABUS OF DSE 6

Unit 1: Basis of Performance Management

(9 hours)

Introduction: Concept, Philosophy, History from performance appraisal to performance development; Objectives of performance management system; Aligning Performance Management with Organizational Strategy, Values, and Goals.

Unit 2: Performance Management Practice

(15 hours)

Performance planning, Process and Documentation of Performance appraisal; The balanced Scorecard, Analyzing and assessing performance; Managing underperformance – problems and

approaches; Providing feedback – nature, effectiveness and guidelines, 360 -degree feedback and the feed-forward interview, Use of technology and e-PMS; Coaching – process, approach and techniques.

Unit 3: Applications of Performance Management (15 hours)

Managing organizational performance – process and strategic approach, business performance management systems, organizational capability, human capital management, developing a high performance culture; Managing team performance - team competencies, measures and processes for team performance management, performance of individual team members; Performance management and employee engagement – concept, significance and enablers; Performance management and reward – financial and non-financial; International performance management – subsidiaries of multi-national organizations, expatriates performance management.

Unit 4: Performance Management – Reality and Reinvention (6 hours)

Correcting the wrongs in the performance management process – reasons for failure; reinventing performance management – the way forward.

Essential/recommended Readings (latest edition of readings to be used)

1. Michael A., *Armstrong's Handbook of Performance Management: An Evidence - Based Guide to Delivering High Performance*. Kogan Page. (6th ed.)
2. D. Gary. *Human Resource Management*. Prentice Hall. (12th ed.)
3. Bhattacharyya, D.K. *Performance Management systems and strategies*, Pearson Education
4. Rao, T. V. (2016). *Performance management: toward organizational excellence*. Sage Publications India.

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DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-7)

DSE 7: HUMAN RESOURCE PLANNING

Credit distribution, Eligibility and Pre-requisites of the Course

| Course title & Code | Credits | Credit distribution of the course | | | Eligibility criteria | Pre-requisite of the course (if any) |
|---------------------------------|---------|-----------------------------------|----------|---------------------|----------------------|--------------------------------------|
| | | Lecture | Tutorial | Practical/ Practice | | |
| Human Resource Planning (DSE 7) | 4 | 3 | 1 | 0 | Class XII | Basics of Human Resource Management |

Learning Objectives