

# Performance Management



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## Short Description

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## Description

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**PERFORMANCE MANAGEMENT**

## **Unit-I: Introduction**

Definition, Concerns and Scope of PM. Performance Appraisals. Determinants of Job Performance. Mapping, Process, Sequence and Cycle of PM. Performance Planning and Role Clarity. KPAs- Performance Targets. Trait, Behavior and Results Approaches to Measuring Performance. The Impact of HRM Practices on Performance.

## **Unit-II: Performance Appraisal**

Assessment Center-Psychometric Tests. Role Play–Self-Appraisal-360 Degree Appraisals-Rating-Less Appraisals for the Future of PMS. Critical Incidents Worksheet, Combining Behavior and Outcomes, Attribution Theory-Causal Matrix. Diagnosis and Performance Improvement. Performance Review, Performance Analysis.

## **Unit-III: Performance Bench Marking**

Human Information Processing and Performance Loop, Performance Shaping Factors–Yerkes– Dodson’s Law-Corporate Performance Management-EFQM Excellence Model–Diagnostic and Process Bench Marking. PM Audit, PM Pathway Analysis. The Impact of Performance Management on Line Managers and Employees.

#### **Unit-IV: Competency Mapping and Pay Plans**

Competency Mapping–Mercer’s Human Capital Wheel–Human Asset worth Estimator and Accession Rate-CIPD Human Capital Framework, Performance, Competence and Contribution Related Pay Models. Cafeteria Benefits Plan, Call Back Pay. The McBer Generic Managerial Competency Model- Competency Causal Flow Model-Competency Gap–Competency Assessment-Balanced Score Card Framework.

#### **Unit-V: Performance Metrics and Models**

Performance Measures Pyramid. Steps for Designing Metrics, Wang Lab, Smart Pyramid, Conceptual, DHL, RCN Models of PM, Gilbert’s Performance Matrix and Behavior Engineering Model. Direction of Trouble Shooting with Behavior Model–Mager and Pipes Trouble Shooting Model – ATI Performance Improvement Model, Spangenberg’s Integrated Model of PM, Sears Model for Organizational Performance.

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