

Continuous Internal Assessment (R-22)

Programme: MBA

Year: II-I

Course: Theory

A.Y: 2023-24

Course: TALENT AND PERFORMANCE MANAGEMENT

Section: A

Faculty Name: V. SARADA

S. No	Roll No	MID-I (30M)	MID-II (30M)	Avg. of MID I & II	Avg. Assignment I & II	VivaVoce/ Poster Presentation (5M)	Total Marks (40)
1	22C11E0002	21	24	23	5	5	33
2	22C11E0003	21	26	24	5	5	34
3	22C11E0004						
4	22C11E0005	24	28	26	5	5	36
5	22C11E0006	27	30	29	5	5	39
6	22C11E0007						
7	22C11E0008						
8	22C11E0009	18	27	23	5	5	33
9	22C11E0010						
10	22C11E0011						
11	22C11E0012	23	24	24	5	5	34
12	22C11E0013						
13	22C11E0014	24	26	25	5	5	35
14	22C11E0016	16	20	18	5	5	28
15	22C11E0017	21	23	22	5	5	32
16	22C11E0020						
17	22C11E0021	27	28	28	5	5	38
18	22C11E0022	26	26	26	5	5	36

No. of Absentees: 00

Total Strength: 11

Signature of Faculty

Signature of HoD

TALENT AND PERFORMANCE MANAGEMENT

SYLLABUS:

UNIT-1: INTRODUCTION TO TALENT MANAGEMENT

Meaning and importance of TM, the scope of TM, need for imperatives of TM, competencies for TM: Concept of competencies, importance of competencies, development of competency model, competency mapping, competency assessment & development using assessment & development centres.

TEACHING MATERIAL

Meaning and importance of talent management Scope of talent management Need for talent management:

1. Attracting and Retaining top talent
2. Improving performance
3. Fostering employee engagement
4. Ensuring succession planning
5. Creating a competitive advantage.

IMPERATIVES OF TALENT MANAGEMENT:

1. Improving speed and quality of hire
2. accessing and improving corporate culture
3. identifying and developing high-potential employees
4. organizational commitment
5. patience with training & learning
6. delivering and managing employee brand.

COMPETENCIES :

1. Skills
2. Knowledge
3. Abilities

COMPETENCY MODEL:

1. Assessment & selection
2. Workforce planning
3. learning & development
4. performance management
5. succession planning

COMPETENCY ASSESSMENT METHODS:

1. Self-assessments
2. Manager assessment
3. .360-degree assessment

PROCESS OF COMPETENCY MAPPING:

1. Identifying the goals of the organization
2. Classify competency
3. Analysis of competencies of existing employee
4. Define competencies
5. Identifying behavioral indicators
6. Identifying and defining proficiency levels

SYLLABUS:

UNIT-II IMPLEMENTING COMPETENCY-BASED TM:

Integrating competencies with talent acquisition, talent development, performance management, career development, succession planning and talent retention, using TM to build high-performance work teams, and developing leadership potential through 360-degree feedback. Leadership succession using a 9-box talent management grid. Building a strong talent pipeline cum bench strength.

TEACHING MATERIAL:

INTEGRATING COMPETENCIES WITH TALENT ACQUISITION STEPS:

1. Identifying key competencies
2. Incorporate competencies into job descriptions
3. Competency-based interviews
4. Assessment tools
5. Scoring & evaluating
6. Training & development
7. Feedback loop.

TALENT DEVELOPMENT: KEY COMPONENTS:

1. Assessment
2. Goal-setting
3. Training & development program
4. Coaching & Monitoring
5. Career path planning
6. Recognition & rewards
7. Succession planning.

PERFORMANCE MANAGEMENT:

- A) Planning work and setting expectations
- B) Monitoring employee performance
- C) Developing employee's capacity to perform
- D) Rating performance
- E) Rewarding good performance
- F) Succession planning & talent retention

TALENT MANAGEMENT TO BUILD HIGH-PERFORMANCE TEAMS

Forming Storming Norming Performing

DEVELOPMENT OF HIGH-PERFORMANCE TEAMS

1. leadership
2. Membership
3. Methods of working together
Developing leadership through 360-degree feedback
Organizational leaders Mid-level and front-line managers Individual employees
Leadership succession using a 9-box talent management grid. Building a strong talent pipeline cum bench strength.

SYLLABUS:

UNIT-III: PERFORMANCE MANAGEMENT(PM)

Importance of performance management, contribution of performance management, disadvantages of poorly implemented pm. Role of HR in PMS. Determinants of performance: Declarative knowledge, procedural knowledge and motivation. Linkages of PMS with other HR processes. Different approaches to PMS: Traditional performance appraisal system, MBO and balanced scorecard. Linking PM and strategy.

TEACHING MATERIAL:

IMPORTANCE OF PERFORMANCE MANAGEMENT CONTRIBUTION OF PERFORMANCE MANAGEMENT

1. Disadvantages of poorly implemented pm: Increased turnover
2. Misleading information Lowered self-esteem
3. Decreased motivation to perform Job dissatisfaction

ROLE OF HR IN PMS:

1. Strategic purpose
2. Administrative purpose Information role
3. Development
4. Determinants of performance
5. Declarative knowledge:
6. Facts
7. Principles Goals

PROCEDURAL KNOWLEDGE:

1. Cognitive skills Physical skills
2. Interpersonal skills Motivation:

LINKAGES OF PMS WITH OTHER HR PROCESSES ORGANIZATION PLAN

1. Mission
2. Vision
3. Goals
4. Strategy

UNIT STRATEGIC PLAN

1. Mission
2. Vision
3. Goals
4. Strategy Job description
5. Tasks
6. Knowledge
7. Skills
8. Abilities

INDIVIDUAL & TEAM PLAN

1. Results
2. Behavior
3. Development plan

TRADITIONAL PERFORMANCE APPRAISAL SYSTEM.

MBO AND BALANCED SCORECARD.

LINKING PM AND STRATEGY.

SYLLABUS:

UNIT-4 Performance planning & Agreement on goals, key Result areas (KRAS), Key performance indicators (KPIS)and performance metrics. Measure behaviors and results. Gathering performance information, presentation of information, Interpretation and taking corrective action, determination the overall rating of performance

TEACHING MATERIAL:

PERFORMANCE PLANNING & AGREEMENT ON GOALS, KEY RESULT AREAS (KRAS), KEY PERFORMANCE INDICATORS (KPIS)AND PERFORMANCE METRICS.

1. Commitment to goal achievement
2. Ongoing performance feedback and coaching
3. Communication with supervisor
4. Collecting and sharing performance data
5. Preparing for performance review.

MEASURE BEHAVIORS AND RESULTS

PROCESS LEADERSHIP

SUPERVISION OF NONEXEMPT STAFF COACHING

TEAM- BUILDING CONSULTATION

GATHERING PERFORMANCE INFORMATION

PRESENTATION OF INFORMATION

INTERPRETATION AND TAKING CORRECTIVE ACTION

DETERMINATION THE OVERALL RATING OF PERFORMANCE.

SYLLABUS

UNIT-V: PERSONAL DEVELOPMENT PLANS:

Objectives, content and activities. Direct supervisors' role, 360-degree feedback system. Ongoing feedback. PM skills for managers: coaching, using different styles of coaching and involving in the ongoing coaching process. Reward systems: traditional vs contingent pay plans, pay for performance, pay structure: Job evaluation, its methods, and broad banding, PMS and law, legal principles of affecting PMS.

TEACHING MATERIAL:

PERSONAL DEVELOPMENT PLANS: OBJECTIVES, CONTENT AND ACTIVITIES.

1. Improve performance in current job
2. Sustain performance in current job
3. Prepare employees for advancement
4. Enrich the employee's work experience

DEVELOPMENTAL ACTIVITIES:

- a. On-the-job training
- b. Courses
- c. Self-guided reading
- d. Mentoring
- e. Attending a conference
- f. Getting a degree

360-DEGREE FEEDBACK SYSTEM. ONGOING FEEDBACK.

Characteristics of a good system Anonymity

OBSERVATION OF EMPLOYEE PERFORMANCE FEEDBACK INTERPRETATION

COACHING, USING DIFFERENT STYLES OF COACHING AND INVOLVING IN THE ONGOING COACHING PROCESS.

1. A good coaching relationship is essential
2. The employee is the source and director of change
3. The employee is unique
4. The coach is the facilitator of the employee's growth.

REWARD SYSTEMS:

1. Traditional vs Contingent pay plans,
2. Pay for performance

PAY STRUCTURE:

1. Job evaluation, and its methods.
2. Traditional methods Modern methods

PMS AND LAW

LEGAL PRINCIPLES OF AFFECTING PMS.

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Course File

TALENT AND PERFORMANCE MANAGEMENT

(Course Code: A93004/H)

II MBA I Semester

2023-24

V.SARADA

ASSOC.PROFESSOR



Ananthagiri, Kodad, Telangana 508 206, India.

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TALENT AND PERFORMANCE MANAGEMENT

Check List

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ANURAG ENGINEERING COLLEGE (An Autonomous Institution)

I Year MBA –II Semester

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A93004/H: TALENT AND PERFORMANCE MANAGEMENT

Unit – I: Introduction to Talent Management (TM): Meaning and Importance of TM, Scope of TM. Need for and Imperatives of TM. Competencies for TM: Concept of Competencies, Importance of Competencies, Development of Competency Model, Competency Mapping, Competency Assessment & Development using Assessment & Development Centers.

Unit – II: Implementing Competency-based TM: Integrating Competencies with Talent Acquisition, Talent Development, Performance Management, Career Development, Succession Planning and Talent Retention. Using TM to build High-Performance Work Teams. Developing Leadership Potential through 360-degree Feedback. Leadership Succession using 9-Box Talent Management Grid. Building a strong Talent Pipeline cum Bench Strength.

Unit – III: Performance Management (PM): Importance of Performance Management. Contribution of PM, disadvantages of poorly implemented PM. Role of HR in PMS. Determinants of Performance: Declarative Knowledge, Procedural Knowledge and Motivation. Linkages of PMS with other HR Processes. Different Approaches to PMS: Traditional Performance Appraisal System, MBO and Balanced Scorecard. Linking PM and Strategy.

Unit –IV: PMS Process & Implementation: Performance Planning & Agreement on Goals, Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Measuring Behaviors and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance.

Unit – V: PM: Employee Development, Reward & Legal Systems: Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Skills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. Reward Systems: Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad-banding. PMS and Law, Legal Principles affecting PMS.

Suggested Readings:

1. Mamta Mohapatra, Swati Dhir, Talent Management, Sage Publications, 1e, 2021.
2. Sonal Minocha, Dean Hristov: An Integrated Approach, Sage Publications, 1e, 2019.
3. Gowri Joshi, Veena Vohra, Talent Management, Cengage Learning, 1e, 2018. ♣
4. Lance A. Berger, Dorthony R. Berger, TMH Education, 3e, 2018.
5. Seema Sanghi, The Handbook of Competency Mapping, Sage Publishers, 3e, 2016.
6. Herman Aguinis, Performance Management, Pearson, 3e, 2013.

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Timetable

II MBA I Semester –TPM

Day/Hour	9.30-10.20	10.20-11.10	11.20-12.10	12.10-1.00	1.40-2.25	2.25-3.10	3.15-4.00
Monday			TPM				
Tuesday				TPM			
Wednesday					TPM		
Thursday		TPM					
Friday				TPM			
Saturday							

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Vision of the Institute

To be a premier Institute in the country and region for the study of Engineering, Technology and Management by maintaining high academic standards which promotes the analytical thinking and independent judgment among the prime stakeholders, enabling them to function responsibly in the globalized society.

Mission of the Institute

To be a world-class Institute, achieving excellence in teaching, research and consultancy in cutting-edge Technologies and be in the service of society in promoting continued education in Engineering, Technology and Management.

Quality Policy

To ensure high standards in imparting professional education by providing world-class infrastructure, top-quality-faculty and decent work culture to sculpt the students into Socially Responsible Professionals through creative team-work, innovation and research.

Vision of the Department:

To achieve academic excellence and managerial relevance through interaction with the corporate world.

Mission of the Department

To provide students with excellent professional skills by cooperating closely with corporate partners and by exposing them to a dynamic and intercultural business environment.

Quality Policy:

To pursue global standards of excellence in all our endeavors namely teaching, research, consultancy and continuing education to remain accountable in our core and support functions through processes of self evaluation and continuous improvement.

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Program Educational Objectives (MBA)

Post Graduates will be able to

PEO1: To teach the fundamental key elements of a business organization and providing theoretical knowledge and practical approach to various functional areas of management.

PEO2: To develop analytical skills to identify the link between the management practices in the functional areas of an organization and research culture in business environment.

PEO3: To provide insights on latest technology, business communication, management concepts to build team work and leadership skills within them and aimed at self- actualization and realization of ethical practices.

Program Outcomes (MBA)

At the end of the Program, a post graduate will have the ability to

Po 1: To Gain The Knowledge On Various Concepts Of Business Management And Approaches.

Po 2: To understand and analyze the interconnections between the development of key functional areas of business organization and the management thought process.

Po 3: To recognize and adapt to the opportunities available and face the challenges in the national and global business.

Po 4: To possess analytical skills to carry out research in the field of management.

Po 5: To acquire team management skills to become a competent leader, who possesses complex and integrated real world skills.

Po 6: To be ethically conscious and socially responsible managers, capable of contributing to the development of the nation and quality of life.

Po 7: To develop a systematic understanding of changes in business environment.

Po 8: To understand professional integrity.

Po 9: An ability to use information and knowledge effectively.

Po 10: To analyze a problem and use the appropriate managerial skills for obtaining its solution.

Po 11: To understand a various legal acts in business.

Po 12: To build a successful career and immediate placement

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COURSE OBJECTIVES

On completion of this Subject/Course the student shall be able to:

S.No.	Objectives
1	To provide an understanding of the importance of talent and performance management. management process.
2	To elucidate how companies integrate competencies with Talent
3	To help learn various aspects in performance management.
4	To impart knowledge of the various aspects in PMS Process and implementation.
5	To elaborate on Employee development, Reward & Legal Systems.

COURSE OUTCOMES

The expected outcomes of the Course/Subject are:

S.No.	Outcomes
1.	Understand the Talent Management Process along with its key components.
2.	Learn the significance of performance management and employee development in organisations
3.	Learn different approaches to Performance Management Systems.
4.	Understand KRA's, KPIs and performance metrics.
5.	Identify the importance of reward systems in organisations.

Signature of faculty

Note: Please refer to Bloom's Taxonomy, to know the illustrative verbs that can be used to state the outcomes.

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GUIDELINES TO STUDY THE COURSE / SUBJECT

Course Design and Delivery System (CDD):

- The Course syllabus is written into number of learning objectives and outcomes.
- Every student will be given an assessment plan, criteria for assessment, scheme of evaluation and grading method.
- The Learning Process will be carried out through assessments of Knowledge, Skills and Attitude by various methods and the students will be given guidance to refer to the text books, reference books, journals, etc.

The faculty be able to –

- Understand the principles of Learning
- Understand the psychology of students
- Develop instructional objectives for a given topic
- Prepare course, unit and lesson plans
- Understand different methods of teaching and learning
- Use appropriate teaching and learning aids
- Plan and deliver lectures effectively
- Provide feedback to students using various methods of Assessments and tools of Evaluation
- Act as a guide, advisor, counselor, facilitator, motivator and not just as a teacher alone

Signature of HOD

Signature of faculty

Date:

Date:

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COURSE SCHEDULE

The Schedule for the whole Course / Subject is:

S. No.	Description	Duration (Date)		Total No. of Periods
		From	To	
1.	Unit – I: Introduction to Talent Management (TM): Meaning and Importance of TM, Scope of TM. Need for and Imperatives of TM. Competencies for TM: Concept of Competencies, Importance of Competencies, Development of Competency Model, Competency Mapping, Competency Assessment & Development using Assessment & Development Centers.	4-9-23	19-9-23	8
2.	Unit – II: Implementing Competency-based TM: Integrating Competencies with Talent Acquisition, Talent Development, Performance Management, Career Development, Succession Planning and Talent Retention. Using TM to build High-Performance Work Teams. Developing Leadership Potential through 360-degree Feedback. Leadership Succession using 9-Box Talent Management Grid. Building a strong Talent Pipeline cum Bench Strength.	20-9-23	4-10-23	8
3.	Unit – III: Performance Management (PM): Importance of Performance Management. Contribution of PM, disadvantages of poorly implemented PM. Role of HR in PMS. Determinants of Performance: Declarative Knowledge, Procedural Knowledge and Motivation. Linkages of PMS with other HR Processes. Different Approaches to PMS: Traditional Performance Appraisal System, MBO and Balanced Scorecard. Linking PM and Strategy.	5-10-23	10-11-23	16
4.	Unit – IV: PMS Process & Implementation: Performance Planning & Agreement on Goals, Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Measuring Behaviors and Results. Gathering Performance Information, Presentation of Information, Interpretation and Taking Corrective Action. Determining the Overall Rating of Performance.	14-11-23	6-12-23	15

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5.	Unit – V: Employee Development, Reward & Legal Systems: Personal Development Plans: Objectives, Content and Activities. Direct Supervisor's role. 360-Degree Feedback Systems. Ongoing Feedback. PM Skills for Managers: Coaching, Using Different Styles of Coaching and Involving in Ongoing Coaching Process. Reward Systems: Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad-banding. PMS and Law, Legal Principles affecting PMS.	8-12-23	3-1-24	15
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Total No. of Instructional periods available for the course: 67Hours

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SCHEDULE OF INSTRUCTIONS - COURSE PLAN

Unit No.	Lesson No.	Date	No. of Periods	Topics / Sub-Topics	Objectives & Outcomes Nos.	References (Textbook, Journal)
1.	1	4-Sep-23	1	Meaning and Importance of TM	1 1	Performance Management by Herman Aguinis
	2	5-Sep-23	1	Scope of TM	1 1	Performance Management by Herman Aguinis
	3	6-Sep-23	1	Need for and Imperatives of TM	1 1	Performance Management by Herman Aguinis
	4	8-Sep-23	1	Competencies for TM	1 1	Performance Management by Herman Aguinis
	5	11-Sep-23	1	Concept of Competencies	1 1	Performance Management by Herman Aguinis
	6	12-Sep-23	1	Importance of Competencies, Development of Competency Model	1 1	Performance Management by Herman Aguinis
	7	13-Sep-23	1	Competency Mapping	1 1	Performance Management by Herman Aguinis
	8	14-Sep-23	1	Competency Assessment & Development using Assessment & Development Centers.	1 1	Performance Management by Herman Aguinis
2.	1	15-Sep-23	1	Integrating Competencies with Talent Acquisition,	2 2	Performance Management by Herman Aguinis

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	2	19-Sep-23	1	Talent Development,	2 2	Performance Management by Herman Aguinis
	3	20-Sep-23	1	Performance Management,	2 2	Performance Management by Herman Aguinis
	4	21-Sep-23	1	Career Development, Succession Planning and Talent Retention	2 2	Performance Management by Herman Aguinis
	5	22-Sep-23	1	. Using TM to build High-Performance Work Teams	2 2	Performance Management by Herman Aguinis
	6	25-Sep-23	1	Developing Leadership Potential through 360-degree Feedback.	2 2	Performance Management by Herman Aguinis
	7	26-Sep-23	1	Leadership Succession using 9-Box Talent Management Grid.	2 2	Performance Management by Herman Aguinis
	8	27-Sep-23	1	Building a strong Talent Pipeline cum Bench Strength.	2 2	Performance Management by Herman Aguinis
3.	1	29-Sep-23	1	Importance of Performance Management	3 3	Performance Management by Herman Aguinis
	2	3-Oct-23	1	Contribution of PM,	3 3	Performance Management by Herman Aguinis
	3	4-Oct-23	1	Disadvantages of poorly implemented PM.	3 3	Performance Management by Herman Aguinis
	4	5-Oct-23	1	Role of HR in PMS. Determinants of Performance:	3 3	Performance Management by Herman Aguinis

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	5	6-Oct-23	1	Declarative Knowledge,	3 3	Performance Management by Herman Aguinis
	6	9-Oct-23	1	Procedural Knowledge	3 3	Performance Management by Herman Aguinis
	7	10-Oct-23	1	Motivation.	3 3	Performance Management by Herman Aguinis
	8	11-Oct-23	1	Linkages of PMS with other HR Processes. Different Approaches to PMS	3 3	Performance Management by Herman Aguinis
	9	12-Oct-23	1	Linkages of PMS with other HR Processes. Different Approaches to PMS	3	Performance Management by Herman Aguinis
	10	13-Oct-23	1	Traditional Performance Appraisal System,	3 3	Performance Management by Herman Aguinis
	11	16-Oct-23	1	Traditional Performance Appraisal System,	3 3	Performance Management by Herman Aguinis
	12	17-Oct-23	1	MBO	3 3	Performance Management by Herman Aguinis
	13	18-Oct-23	1	MBO	3 3	Performance Management by Herman Aguinis
	14	19-Oct-23	1	Balanced Scorecard	3 3	Performance Management by Herman Aguinis
	15	20-Oct-23	1	Linking PM and Strategy.	3 3	Performance Management by Herman Aguinis

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	16	30-Oct-23	1	Linking PM and Strategy.	3 3	Performance Management by Herman Aguinis
4	1	31-Oct-23	1	Performance Planning	4 4	Performance Management by Herman Aguinis
	2	1-Nov-23	1	Agreement on Goals,	4 4	Performance Management by Herman Aguinis
	3	2-Nov-23	1	Key Result Areas (KRAs),	4 4	Performance Management by Herman Aguinis
	4	3-Nov-23	1	Key Performance Indicators (KPIs)	4 4	Performance Management by Herman Aguinis
	5	9-Nov-23	1	Performance Metrics.	4 4	Performance Management by Herman Aguinis
	6	10-Nov-23	1	Measuring Behaviors and Results.	4 4	Performance Management by Herman Aguinis
	7	13-Nov-23	1	Measuring Behaviors and Results.	4 4	Performance Management by Herman Aguinis
	8	14-Nov-23	1	Measuring Behaviors and Results.	4 4	Performance Management by Herman Aguinis
	9	15-Nov-23	1	Gathering Performance Information	4 4	Performance Management by Herman Aguinis
	10	16-Nov-23	1	Gathering Performance Information	4 4	Performance Management by Herman Aguinis
	11	17-Nov-23	1	Presentation of Information,	4 4	Performance Management by Herman Aguinis
	12	20-Nov-23	1	Interpretation and Taking Corrective Action.	4 4	Performance Management by Herman Aguinis
	13	21-Nov-23	1	Interpretation and Taking Corrective Action.	4 4	Performance Management by Herman Aguinis

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	14	22-Nov-23	1	Interpretation and Taking Corrective Action.	4 4	Performance Management by Herman Aguinis
	15	23-Nov-23	1	Determining the Overall Rating of Performance	4 4	Performance Management by Herman Aguinis
5	1	24-Nov-23	1	Employee Development, Reward & Legal Systems	5 5	Performance Management by Herman Aguinis
	2	28-Nov-23	1	Personal Development Plans:	5 5	Performance Management by Herman Aguinis
	3	29-Nov-23	1	Objectives,	5 5	Performance Management by Herman Aguinis
	4	30-Nov-23	1	Content and Activities	5 5	Performance Management by Herman Aguinis
	5	1-Dec-23	1	Direct Supervisor's role.	5 5	Performance Management by Herman Aguinis
	6	4-Dec-23	1	360-Degree Feedback Systems.	5 5	Performance Management by Herman Aguinis
	7	5-Dec-23	1	Ongoing Feedback.	5 5	Performance Management by Herman Aguinis
	8	6-Dec-23	1	PM Skills for Managers:	5 5	Performance Management by Herman Aguinis
	9	7-Dec-23	1	Coaching	5 5	Performance Management by Herman Aguinis
	10	18-Dec-23	1	Using Different Styles of Coaching	5 5	Management by Herman Aguinis
	11	19-Dec-23	1	Involving in Ongoing Coaching Process.	5 5	Performance Management by Herman Aguinis
12	20-Dec-23	1	Reward Systems: Traditional vs Contingent Pay Plans	5 5	Performance Management by Herman Aguinis	
13	27-Dec-23	1	Reward Systems: Traditional vs Contingent Pay Plans	5 5	Performance Management by Herman Aguinis	

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	14	28-Dec-23	1	Pay for Performance.	5 5	Performance Management by Herman Aguinis
	15	29-Dec-23	1	Pay Structures: Job Evaluation, its Methods, and Broad-banding. PMS and Law, Legal Principles affecting PMS	5 5	Performance Management by Herman Aguinis

Signature of HOD

Signature of faculty

Date:

Date:

Note:

1. Ensure that all topics specified in the course are mentioned.
2. Additional topics covered, if any, may also be specified in bold.
3. Mention the corresponding course objective and outcome numbers against each topic.

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LESSON PLAN (U-I)

Lesson No: Unit1/ 1-3

Duration of Lesson: 2.5 hrs

Lesson Title: Introduction to TPM

Instructional / Lesson Objectives:

- To make students understand TPM
- To familiarize students with the Imperatives of TM.

Teaching AIDS: PPTs, Digital Board, Lecture method.

Time Management of Class :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:

Refer to Assignment – I & Tutorial-I sheets

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LESSON PLAN (U-I)

Lesson No: Unit 1/4-8

Duration of Lesson: 4.1 hrs.

Lesson Title: COMPETENTENCIES.

Instructional / Lesson Objectives:

- To make students understand the concept of Competencies.
- To familiarize students with Competency Mapping.
- To understand students the concept, Competency Assessment.

Teaching AIDS: PPTs, Digital Board, Lecture Method

Time Management of Class :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification.

Assignment / Questions:

Refer to Assignment – I & Tutorial-I sheets

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LESSON PLAN (U-II)

Lesson No: Unit-2/ 1-5

Duration of Lesson: 4.1 hrs

Lesson Title: Talent Management, Job Analysis, Job Satisfaction

Instructional / Lesson Objectives:

- To make students understand Integrating Competencies with Talent Acquisition.
- To familiarize students with Succession Planning and Talent Retention.

Teaching AIDS: PPTs, Digital Board, Lecture Method

Time Management of Class :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:

Refer to Assignment – II & Tutorial-II sheets

Signature of faculty

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LESSON PLAN (U-II)

Lesson No: Unit 2/ 6-8

Duration of Lesson: 2.5 hrs

Lesson Title: Using TM to Build High-Performance Work

Instructional / Lesson Objectives:

- To make students understand Developing Leadership Potential through 360-degree Feedback
- To familiarize students with Building a strong Talent Pipeline cum Bench Strength.

Teaching AIDS: PPTs, Digital Board, lecture method

Time Management of Class :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:

Refer to Assignment – II & Tutorial-II sheets

Signature of faculty

Department of Masters of Business Administration

LESSON PLAN (U-III)

Lesson No: Unit-3/ 1-9

Duration of Lesson: 7.5 hrs

Lesson Title: Importance of Performance Management

Instructional / Lesson Objectives:

- To make students understand Role of HR in PMS
- To familiarize students with Determinants of Performance.
- To understand students the Linkages of PMS with other HR Processes.

Teaching AIDS : PPTs, Digital Board

Time Management of Class :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:

Refer Assignment – III & Tutorial-III sheets

Signature of faculty

Department of Masters of Business Administration

LESSON PLAN (U-III)

Lesson No: Unit3/10-16

Duration of Lesson: 5.8 hrs

Lesson Title: Different Approaches to PMS

Instructional / Lesson Objectives:

- To make students understand the Traditional Performance Appraisal System.
- To familiarize students with MBO and Balanced Scorecard.
- To understand students' Linking PM and Strategy.

Teaching AIDS: PPTs, Digital Board, Lecture Method.

Time Management of Class :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:

Refer to Assignment – III & Tutorial-III sheets

Signature of faculty

Department of Masters of Business Administration

LESSON PLAN (U-IV)

Lesson No: Unit-4/ 1- 8

Duration of Lesson: 6.6 hrs

Lesson Title: PMS Process

Instructional / Lesson Objectives:

- To make students understand Performance Planning & Agreement on Goals
- To familiarize students with Key Result Areas (KRAs).
- To understand students about Key Performance Indicators (KPIs)
- To provide Knowledge on Performance Metrics.

Teaching AIDS: PPTs, Digital Board, Lecture Method

Time Management of Class :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:

Refer to Assignment – IV & Tutorial-IV sheets

Signature of faculty

Department of Masters of Business Administration

LESSON PLAN (U-IV)

Lesson No: Unit-4/9-15

Duration of Lesson: 5.8 hrs

Lesson Title: Measuring Behaviors and Results

Instructional / Lesson Objectives:

- To make students understand the Measuring Behaviors and Results
- To familiarize students with Determining the Overall Rating of Performance.

Teaching AIDS: PPTs, Digital Board, Lecture Method

Time Management of Class :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:

Refer to Assignment – IV & Tutorial-IV sheets

Signature of faculty

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LESSON PLAN (U-V)

Lesson No: Unit-5/ 1- 11

Duration of Lesson: 9.2 hrs

Lesson Title: PM: Employee Development

Instructional / Lesson Objectives:

- To make students understand the Direct Supervisor's role
- To familiarize students with 360-degree Feedback Systems.
- To understand students about the PM Skills for Managers.

Teaching AIDS: PPTs, Digital Board, Lecture Method

Time Management of Class :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:

Refer to Assignment – V & Tutorial-V sheets

Signature of faculty

Department of Masters of Business Administration

LESSON PLAN (U-V)

Lesson No: Unit-5/ 12-15

Duration of Lesson: 3.3 hrs

Lesson Title: Reward & Legal Systems

Instructional / Lesson Objectives:

- To make students understand Traditional vs Contingent Pay Plans
- To familiarize students with Job Evaluation, its Methods
- To understand students about the PMS and Law
- To provide Knowledge on Legal Principles affecting PMS

Teaching AIDS: PPTs, Digital Board, Lecture Method

Time Management of Class :

1. 5 minutes for taking attendance
2. 5 minutes for revision on the previous class.
3. 35 minutes for lecture delivery.
4. 5 minutes for doubts clarification

Assignment / Questions:

Refer to Assignment – V & Tutorial-V sheets

Signature of faculty

Department of Masters of Business Administration

ASSIGNMENT – 1

This Assignment corresponds to Unit No. 1

Question No.	Question	Objective No.	Outcome No.
1	Explain the Competency model.	1	1
2	Explain the Competency Assessment.	1	1

Signature of HOD

Signature of faculty

Date:

Date:

Department of Masters of Business Administration

ASSIGNMENT – 2

This Assignment corresponds to Unit No. 2

Question No.	Question	Objective No.	Outcome No.
1	Explain the leadership potential through 360-degree feedback	2	2
2	Write about Talent Management and Performance Management.	2	2

Signature of HOD

Signature of faculty

Date:

Date:

Department of Masters of Business Administration

ASSIGNMENT – 3

This Assignment corresponds to Unit No. 3

Question No.	Question	Objective No.	Outcome No.
1	Write about the contributions of Performance Management	3	3
2	Explain about different approaches to PMS	3	3

Signature of HOD

Signature of faculty

Date:

Date:

Department of Masters of Business Administration

ASSIGNMENT – 4

This Assignment corresponds to Unit No. 4

Question No.	Question	Objective No.	Outcome No.
1	Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics- Explain	4	4
2	Explain about the determining the Overall Rating of Performance.	4	4

Signature of HOD

Signature of faculty

Date:

Date:

Department of Masters of Business Administration

ASSIGNMENT – 5

This Assignment corresponds to Unit No. 5

Question No.	Question	Objective No.	Outcome No.
1	Discuss 360-degree appraisal.	5	5
2	Write about Job Evaluation methods.	5	5

Signature of HOD

Signature of faculty

Date:

Date:

Department of Masters of Business Administration

TUTORIAL – 1

This tutorial corresponds to Unit No. 1 (Objective Nos.: 1, Outcome Nos.: 1)

1. Write about the importance of Recruitment in talent management.
2. Define the critical incident method
3. Write the purpose of competency mapping.
4. What is the scope of Talent management?

Signature of HOD

Date:

Signature of faculty

Date:

Department of Masters of Business Administration

TUTORIAL – 2

This tutorial corresponds to Unit No. 2 (Objective Nos.: 2, Outcome Nos.: 2)

1. Define Talent Development.
2. Give the impact of talent management on career development.
3. What are the advantages of a 9-box grid?
4. Why 360-degree feedback is important in leadership development.

Signature of HOD

Date:

Signature of faculty

Date:

Department of Masters of Business Administration

TUTORIAL – 3

This tutorial corresponds to Unit No.3 (Objective Nos.: 3, Outcome Nos.: 3)

1. Write about the information's role in the organisation.
2. What is the importance of motivation in performance management?
3. Performance management provides key information to
 - a) Work Force Planning b) Recruitment & Selection
 - b) Training & Development d) All the above
4. Performance planning includes.
 - a) Behaviour b) Results c) Developmental plan d) All the above

Signature of HOD

Signature of faculty

Date:

Date:

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TUTORIAL – 4

This tutorial corresponds to Unit No. 4 (Objective Nos.: 4, Outcome Nos.: 4)

1. Strategic Planning defines the
 - a. Present Identity b) Future Identity c) All the above d) None of the above

2. Vision Is a statement of
 - a. Future Aspirations b) Very short term b) Short-term d) All the above

3. Strategies used for overall rating are.
 - a. Judgmental b) Declarative c) Procedural d) None of the above

4. The rater should fail to distinguish among different aspects of performance being rated is known as
 - a. Halo Error b) Similar to me Error c) Leniency Error d) Central Tendency Error

Signature of HOD

Signature of faculty

Date:

Date:

Department of Masters of Business Administration

TUTORIAL – 5

This tutorial corresponds to Unit No. 5 (Objective Nos.: 5, Outcome Nos.: 5)

1. Developmental plans are created for.
 - a) Entry Level Jobs b) Executive Level Jobs b) Middle-Level Jobs d) All the above
2. Coaching styles are.
 - a. Driver b) Rater c) Evaluator d) None of the above
3. Expectancy X Valence X Instrumentality =
 - a) Error b) Rating c) Motivation d) None of the above
4. Prohibit Gender Discrimination in the Payment of Wages Act relates to
 - a) the Equal Pay Act b) the Civil Rights Act c) the Sex Discrimination Act d) All the above

Signature of HOD

Signature of faculty

Date:

Date:

Department of Masters of Business Administration

EVALUATION STRATEGY

Target (s)

- a. Percentage of Pass: 95%

Assessment Method (s) (Maximum Marks for evaluation are defined in the Academic Regulations)

- a. Daily Attendance
- b. Assignments
- c. Online Quiz (or) Seminars
- d. Continuous Internal Assessment
- e. Semester / End Examination

List out any new topic(s) or any innovation you would like to introduce in teaching the subjects in this semester

Case Study of any one existing application

Signature of HOD

Signature of faculty

Date:

Date:

Department of Masters of Business Administration

COURSE COMPLETION STATUS

Actual Date of Completion & Remarks if any

Units	Remarks	Objective No. Achieved	Outcome No. Achieved
Unit 1	completed on 19-9-23	1	1
Unit 2	completed on 4-10-23	2	2
Unit 3	completed on 10-11-23	3	3
Unit 4	completed on 6-12-23	4	4
Unit 5	completed on 03-1-24	5	5

Signature of HOD

Signature of faculty

Date:

Date:

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Mappings

1. Course Objectives-Course Outcomes Relationship Matrix

(Indicate the relationships by mark “X”)

Course-Objectives \ Course-Outcomes	1	2	3	4	5
	1	H			
2		H			
3			H		
4				H	
5					H

2. Course Outcomes-Program Outcomes (POs) & PSOs Relationship Matrix

(Indicate the relationships by mark “X”)

P-Outcomes \ C-Outcomes	a	b	c	d	e	f	g	h	i	j	k	l	PSO 1	PSO 2
	1	M	H					M						
2	M	H					M							H
3	M	H					L							H
4	M	H					L			H				H
5	M	H					M			H				H

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Rubric for Evaluation

Performance Criteria	Unsatisfactory	Developing	Satisfactory	Exemplary
	1	2	3	4
<i>Research & Gather Information</i>	Does not collect any information that relates to the topic	Collects very little information some relates to the topic	Collects some basic Information most relates to the topic	Collects a great deal of Information all relates to the topic
<i>Fulfill team role's duty</i>	Does not perform any duties of assigned team role.	Performs very little duties.	Performs nearly all duties.	Performs all duties of assigned team role.
<i>Share Equally</i>	Always relies on others to do the work.	Rarely does the assigned work - often needs reminding.	Usually does the assigned work - rarely needs reminding.	Always does the assigned work without having to be reminded
<i>Listen to other team mates</i>	Is always talking— never allows anyone else to speak.	Usually doing most of the talking-- rarely allows others to speak	Listens, but sometimes talks too much.	Listens and speaks a fair amount.

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