



**Gyanmanjari**  
Innovative University

Course Syllabus

Gyanmanjari Institute of Management Studies

Semester-4 (MBA)

**Subject:** Performance Management and Reward Systems– MBAHR14515

**Type of course:** Major (Core)

**Prerequisite:**

Students should have a foundational understanding of Human Resource Management principles. Familiarity with organizational behavior concepts will enhance comprehension of the course content.

**Rationale:**

Performance management and reward systems are critical in aligning individual and organizational goals. This course aims to equip students with the knowledge and skills to design and implement effective performance management frameworks and reward systems that drive employee motivation and organizational success.

**Teaching and Examination Scheme:**

Teaching Scheme			Credits	Examination Marks					Total Marks
CI	T	P		C	Theory Marks		Practical Marks		
			ESE		MSE	V	P	ALA	
04	00	00	04	60	30	10	00	50	150

*Legends: CI-Classroom Instructions; T – Tutorial; P - Practical; C – Credit; SEE - Semester End Evaluation; MSE- Mid Semester Examination; V – Viva; CCE-Continuous and Comprehensive Evaluation; ALA- Active Learning Activities.*





**Course Content:**

Sr. No	Course Content	Hrs	Weightage
1	<p><b>Introduction to Performance Management</b></p> <ul style="list-style-type: none"> <li>• Definition and importance of performance management</li> <li>• Key components of performance management systems</li> <li>• Performance management cycle: planning, monitoring, evaluating, and reviewing</li> <li>• Role of performance management in organizational effectiveness</li> <li>• Challenges in performance management</li> </ul>	15	25%
2	<p><b>Performance Measurement and Evaluation</b></p> <ul style="list-style-type: none"> <li>• Performance measurement techniques and tools</li> <li>• Setting performance standards and objectives</li> <li>• Performance appraisal methods: traditional vs. modern approaches</li> <li>• 360-degree feedback and its implications</li> <li>• Use of performance data for decision-making</li> </ul>	15	25%
3	<p><b>Reward Systems and Compensation Strategies</b></p> <ul style="list-style-type: none"> <li>• Overview of reward systems: intrinsic and extrinsic rewards</li> <li>• Designing effective compensation packages</li> <li>• Pay structure: Meaning and Types</li> <li>• Pay for performance: incentives, bonuses, and merit pay</li> <li>• Non-monetary rewards: recognition programs and career development opportunities</li> <li>• Legal and ethical considerations in compensation</li> </ul>	15	25 %
4	<p><b>Performance Management Trends and Best Practices</b></p> <ul style="list-style-type: none"> <li>• Technology in performance management: software and tools</li> <li>• Agile performance management and continuous feedback</li> <li>• Linking performance management to talent management</li> <li>• Case studies of successful performance management systems in organizations</li> <li>• Future trends: the role of AI and data analytics in performance management</li> </ul>	15	25%





**Continuous Assessment:**

Sr. No	Active Learning Activities	Marks
1	<b>PM in Action:</b> Students are required to prepare a report on complete performance management system of a hypothetical company including planning, monitoring, evaluation, and review processes. The report must be uploaded to the GMIU Web Portal.	10
2	<b>Continuous Feedback System Design:</b> Students are required to prepare a PDF report on a continuous feedback system for a hypothetical startup, focusing on real-time, ongoing feedback mechanisms (like weekly check-ins, 360-degree feedback, and the use of digital tools for instant feedback and improvement of employee performance) and upload the final report on the GMIU Web Portal.	10
3	<b>Salary Benchmarking Activity:</b> Students are required to research and compare compensation packages from two different companies. They will analyze base pay, bonuses, incentives, and non-monetary rewards, and compare how organizations structure their compensation strategies. The findings must be compiled into a report and uploaded to the GMIU Web Portal.	10
4	<b>Design a Pay Structure:</b> Students are required to Prepare a PDF report on a comprehensive pay structure for any hypothetical organization of their choice. They must include base salaries, bonuses, incentives, and non-monetary benefits, ensuring alignment with organizational goals, industry standards, legal and ethical considerations. The final report must be uploaded to the GMIU Web Portal.	10
5	<b>Feedback Design:</b> Students are required to design a feedback form for a performance appraisal system for a designation given by the faculty focusing on key performance indicators, strengths, areas for improvement, and employee goals. The form must be uploaded to the GMIU Web Portal.	10
Total		50

**Suggested Specification table with Marks (Theory): 60**

Distribution of Theory Marks (Revised Bloom's Taxonomy)						
Level	Remembrance (R)	Understanding (U)	Application (A)	Analyze (N)	Evaluate (E)	Create (C)
Weightage	35%	35%	0%	30%	0%	0%

Note: This specification table shall be treated as a general guideline for students and teachers. The actual distribution of marks in the question paper may vary slightly from above table.





**Course Outcome:**

After learning the course, the students should be able to:	
CO1	Understand the foundational concepts and objectives of performance management systems.
CO2	Learn how to measure and evaluate employee performance effectively.
CO3	Explore various reward systems and compensation strategies to motivate employees.
CO4	Analyze current trends and best practices in performance management and reward systems.

**Instructional Method:**

The course delivery method will depend upon the requirement of content and the needs of students. The teacher, in addition to conventional teaching methods by black board, may also use any tools such as demonstration, role play, Quiz, brainstorming, MOOCs etc.

From the content 10% topics are suggested for flipped mode instruction. Students will use supplementary resources such as online videos, NPTEL/SWAYAM videos, e-courses. The internal evaluation will be done on the basis of Active Learning Assignment.

Practical/Viva examination will be conducted at the end of semester for evaluation of performance of students in the laboratory.

**Reference Books:**

- [1] Aguinis, H. (2019). Performance Management (4th ed.). Pearson.
- [2] Milkovich, G. T., Newman, J. M., & Gerhart, B. (2014). Compensation (11th ed.). McGraw-Hill Education.
- [3] Armstrong, M. (2020). Armstrong's Handbook of Performance Management (6th ed.). Kogan Page.
- [4] Dessler, G. (2020). Human Resource Management (16th ed.). Pearson.
- [5] Brewster, C., Chung, C., & Sparrow, P. (2016). Globalizing Human Resource Management. Routledge.

