



Gyanmanjari
Innovative University

Course Syllabus

Gyanmanjari Institute of Management Studies

Semester-7 (BBA)

Subject: Performance Management and Appraisal System – BBAHR17401

Type of course: Major (Core)

Prerequisite:

Students should have a basic understanding of Human Resource Management, organizational behavior, and fundamental management principles to effectively grasp performance management and appraisal systems.

Rationale:

This course aims to equip students with the knowledge and skills to design and implement effective performance management and appraisal systems that enhance employee performance and organizational success.

Teaching and Examination Scheme:

Teaching Scheme			Credits	Examination Marks			Total Marks
CI	T	P		C	SEE	CCE	
			MSE			ALA	
4	0	0	4	100	30	70	200

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.

4 Credits * 25 Marks = 100 Marks (each credit carries 25 Marks)

SEE 100 Marks will be converted in to 50 Marks

CCE 100 Marks will be converted in to 50 Marks

It is compulsory to pass in each individual component.



Course Content:

Sr. No	Course content	Hrs.	% Weightage
1	Fundamentals of Performance Management <ul style="list-style-type: none"> • Aims & Characteristics of Performance Management • Evolution & Developments in PM • Performance Management vs Performance Appraisal • PM and Management by Objectives (MBO) • 7 Rules of Excellence • 7 Sins of HR Professionals 	15	25
2	Performance Management Process & Counselling <ul style="list-style-type: none"> • Performance Management Cycle • PM Sequence & Activities • Feedback Management System • Performance Counselling: <ul style="list-style-type: none"> • Objectives & Process • Conditions for Effective Performance • Counselling & Planning 	15	25
3	Performance Monitoring & Appraisal Systems <ul style="list-style-type: none"> • Assessment Centers • Designing Performance Measurement Systems • KPI (Key Performance Indicators) • KRA (Key Result Areas) • Setting Organizational, Team & Individual Standards • Appraisal methods : <ul style="list-style-type: none"> • 360 Degree Feedback • Competency Mapping & Modelling • Balanced Scorecard 	15	25
4	Strategic PMS, Rewards & Modern Trends <ul style="list-style-type: none"> • Training Need Identification (TNI) • Rewards & Recognition Systems • Performance-linked Pay System • Team Performance Management • Role of HR Professionals • Potential Appraisal • Performance Agreements • Ethics in Performance Management 	15	25



Continuous Assessment:

Sr. No	Active Learning Activities	Marks
1	Performance Appraisal Form Design Students will design a structured performance appraisal form for a selected job role (e.g., hotel staff, sales executive, HR manager). They will include KPIs, rating scales, and feedback sections. Students will evaluate how effectively the form measures employee performance and suggest improvements. A summarized report is to be prepared. Upload PDF file on GMIU Web Portal.	10
2	KPI and KRA Development Students will identify and develop Key Performance Indicators (KPIs) and Key Result Areas (KRAs) for a specific job role. They will analyze how these indicators align with organizational goals and employee performance. A summarized report is to be prepared. Upload PDF file on GMIU Web Portal.	10
3	360-Degree Feedback Analysis Students will design and conduct a small-scale 360-degree feedback exercise by collecting feedback from peers, self, and others. They will analyze the responses, identify performance gaps, and suggest development plans. A summarized report is to be prepared. Upload PDF file on GMIU Web Portal.	10
4	Balanced Scorecard Development Students will select an organization and prepare a Balanced Scorecard including financial, customer, internal process, and learning & growth perspectives. They will evaluate how it helps in performance measurement. A summarized report is to be prepared. Upload PDF file on GMIU Web Portal.	10
5	Training Need Identification (TNI) Exercise Students will identify training needs for a selected job role by analyzing performance gaps and required competencies. They will recommend suitable training programs for improvement. A summarized report is to be prepared. Upload PDF file on GMIU Web Portal.	10
6	Case Study on Performance Management System Students will analyze a real or hypothetical company's performance management system. They will identify strengths, weaknesses, and suggest improvements in appraisal methods and employee evaluation. A summarized report is to be prepared. Upload PDF file on GMIU Web Portal.	10
7	Attendance	10
Total		70

Suggested Specification table with Marks (Theory): 100



Distribution of Theory Marks (Revised Bloom's Taxonomy)						
Level	Remembrance (R)	Understanding (U)	Application (A)	Analyze (N)	Evaluate (E)	Create (C)
Weightage	30%	40%	10%	10%	10%	-

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 and explain the fundamental concepts, principles, and processes of performance management and appraisal systems.
CO2	Apply performance management tools and techniques such as KPI, KRA, 360-degree feedback, and balanced scorecard in practical situations.
CO3	Analyze performance data, appraisal methods, and organizational performance systems to identify strengths and improvement areas.
CO4	Evaluate and design effective performance management and appraisal systems aligned with organizational goals.

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] H. Aguinis, Performance Management, 5th Edition, SAGE Publications.
- [2] Michael Armstrong, Armstrong's Handbook of Performance Management, Kogan Page Publishers.
- [3] T. V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Sage Publications.
- [4] Gary Dessler, Human Resource Management, Pearson Education.
- [5] A. S. Kohli and T. Deb, Performance Management, Oxford University Press.
- [6] Soumendra N. Bagchi, Performance Management, Cengage Learning.