

DEPARTMENT OF HUMANITIES & SOCIAL SCIENCES
Programme: Ph. D
Course Title: Performance Management & Talent Development

Course Category: Pre-PhD Course Work

Course Code: HUT 712

Credits: 3 (L-3)

Semester: Odd/Even

Course Objective

The main objective of course is to strengthen the idea that performance management is not a one-time managerial event, but an in progress process of planning, assisting, measuring and improving individual and organizational performance. The objective of this course is to provide a comprehensive conceptual and practical insight in to the entire cycle of performance management including the ethical issues.

Internal: 50 Marks

Theory: 50 Marks

Total: 100 Marks

Time: 3hrs

Unit I

Introduction to Performance Management- Concept, aims and role of performance management system, performance management contribution, challenges of performance management, theoretical foundations of performance management.

Unit II

Performance Appraisal and Potential Evaluation: Meaning, features, methods, appraisal forms and formats, features of potential appraisal, indicators of employee potential, steps in potential appraisal. Performance management and Development: Personal development plan (PDP), 360 degree feedback and BARS as development tool; Performance management and Pay ; Performance management for teams; and performance evaluation.

Unit III

Talent Management: Basic foundations of Talent Management, leveraging talent, talent value chain, talent management process, Talent Management System - Components and benefits of Talent Management System and challenges in developing TMS.

Unit IV

Talent Planning - Concept, succession management process, integrating succession planning and career planning, designing succession planning program, talent development budget, contingency plan for talent; building a reservoir of talent Developing and Retaining Talent - Potential identification and development, integrating coaching, employee retention- motivation and engagement, return on talent; making outplacement as a part of talent strategy, developing talent management information system.

Course Outcomes

Upon successful completion of this course, the student will reliably able to demonstrate the ability to devise an organization's performance management procedure that is submissive with law and holds up organizational mission and plan, evaluate and distinguish a variety of organizational performance management programs and most excellent practices and describe qualities of effectual performance management systems.

Suggested Readings

- Herman Aguinis (2009). Performance Management, Pearson Education.
- T. V. Rao (2002). Appraising & Developing Managerial Performance, Excel Books
- GaneshShermon (2004). Competency Based HRM, TMH.
- Armstrong, Michael, (2014) 'Performance Management – Key strategies and Practical Guidelines', Kogan Page.
- Shields, John, (2007) Managing Employees Performance and Reward', Cambridge University Press India.
- Somuendra Narain (2013), Performance Management, Cengage leering publication (2nd edition)