

ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Department of Business Administration)

PERFORMANCE MANAGEMENT (9508)

SEMESTER: SPRING, 2014

CHECKLIST

This packet comprises the following material:

1. Text Book
2. Course Outline
3. Assignment No. 1 and 2
4. Assignment Forms (2 sets)

In this packet, if you find anything missing out of the above-mentioned material, please contact at the address given below:

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WARNING

- 1. PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.**
- 2. SUBMITTING ASSIGNMENTS BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN "AIOU PLAGIARISM POLICY".**

Course: Performance Management (9508)

Semester: Spring, 2014

Level: PGD (Human Resource Management)

GUIDELINES FOR ASSIGNMENT No. 1 & 2:

The student should look upon the assignments as a test of knowledge, management skills, and communication skills. When you write an assignment answer, you are indicating your knowledge to the teacher:

- Your level of understanding of the subject;
- How clearly you think?
- How well you can reflect on your knowledge & experience?
- How well you can use your knowledge in solving problems, explaining situations, and describing organizations and management?
- How professional you are, and how much care and attention you give to what you do?

To answer a question effectively, address the question directly, bring important related issues into the discussion, refer to sources, and indicate how principles from the course materials apply. The student must also be able to identify important problems and implications arising from the answer.

For citing references, writing bibliographies, and formatting the assignment, APA format should be followed.

ASSIGNMENT No. 1

(Units: 1–5)

Total Marks: 100

Pass Marks: 50

- Q. 1 Define performance management. Also differentiate it from performance appraisal. (20)
- Q. 2 Discuss the following with suitable examples: (7+7+6)
1. Performance planning
 2. Performance execution
 3. Performance review
- Q. 3 How an organization can link performance management to its strategic plans? (20)
- Q. 4 How an organization can define performance dimensions and performance determinants? (20)

- Q.5 What are the different ways of measuring results and gathering performance information? (20)

ASSIGNMENT No. 2

(Units: 1–9)

Total Marks: 100

Pass Marks: 50

This assignment is a research-oriented activity. You are required to obtain information from a business/commercial organization and prepare a report of about 1000 words on the topic allotted to you to be submitted to your teacher for evaluation.

You are required to select one of the following topics according to the last digit of your roll number. For example, if your roll number is P-3427180 then you will select topic # 0 (the last digit): -

Topics

- 0) 360 degree appraisal method
- 1) Managing team performance
- 2) Coaching
- 3) Performance review
- 4) Characteristics of Appraisal Forms
- 5) Challenges of team performance management
- 6) Approaches to measuring performance
- 7) Implementation of performance management system
- 8) Linking performance management to strategic plan
- 9) Measuring behaviors

The report should follow the following format

- 1) Title page
- 2) Acknowledgements
- 3) An abstract (one page summary of the paper)
- 4) Table of contents
- 5) Introduction to the topic (brief history & significance of topic assigned)
- 6) Practical study of the organization (with respect to the topic)
- 7) Data collection methods
- 8) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
- 9) Conclusion (one page brief covering important aspects of your report)
- 10) Recommendations (specific recommendations relevant to topic assigned)
- 11) References (as per APA format)
- 12) Annexes (if any)

GUIDELINES FOR ASSIGNMENT # 2

- 1.5 line spacing
- Use headers and subheads throughout all sections

- Organization of ideas
- Writing skills (spelling, grammar, punctuation)
- Professionalism (readability and general appearance)
- Do more than repeat the text
- Express a point of view and defend it.

WORKSHOPS

The workshop presentations provide you opportunity to express your communication skills, knowledge & understanding of concepts learned during practical study assigned in assignment # 2.

You should use transparencies and any other material for effective presentation. The transparencies are not the presentation, but only a tool; the presentation is the combination of the transparencies and your speech. Workshop presentation transparencies should only be in typed format.

The transparencies should follow the following format:

- 1) Title page
- 2) An abstract (one page summary of the paper)
- 3) Introduction to the topic (brief history & significance of topic assigned)
- 4) Practical study of the organization (with respect to the topic)
- 5) Data collection methods
- 6) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
- 7) Conclusion (one page brief covering important aspects of your report)
- 8) Recommendations (specific recommendations relevant to topic assigned)

GUIDELINES FOR WORKSHOP PRESENTATION:

- Make eye contact and react to the audience. Don't read from the transparencies or from report, and don't look too much at the transparencies (occasional glances are acceptable to help in recalling the topic to cover).
- A 15-minute presentation can be practiced several times in advance, so do that until you are confident enough. Some people also use a mirror when rehearsing as a substitute for an audience.

WEIGHTAGE OF THEORY & PRACTICAL ASPECTS IN ASSIGNMENT # 2 & WORKSHOP PRESENTATIONS

Assignment # 2 & workshop presentations are evaluated on the basis of theory & its applicability. The weightage of each aspect would be:

Theory:	60%
Applicability (practical study of the organization):	40%

PREPARE ASSIGNMENTS AS PER THESE GUIDELINES AND IT MAY BE RE-EVALUATED BY THE QUALITY ASSURANCE CELL, DEPARTMENT OF BUSINESS ADMINISTRATION, AIOU, ISLAMABAD AT ANY TIME.

DETAILED COURSE OUTLINE

Unit 1 Performance Management and Reward System

- 1.1 Definition of Performance Management
- 1.2 Advantages of Performance Management System
- 1.3 Definition of Reward System
- 1.4 Aims and Role of Performance Management Systems
- 1.5 Characteristics of an Ideal Performance Management System
- 1.6 Integration with Human Resources and Development Activities

Unit 2 Performance Management Process

- 2.1 Performance Planning
- 2.2 Performance Execution
- 2.3 Performance Assessment
- 2.4 Performance Review
- 2.5 Performance Renewal and Reconstructing

Unit 3 Performance Management and Strategic Planning

- 3.1 Definition and Purposes of Strategic Planning
- 3.2 Process of Linking Performance Management to Strategic Plan
- 3.3 Building Support

Unit 4 Defining Performance and Choosing a Measurement Approach

- 4.1 Defining Performance
- 4.2 Determinants of Performance
- 4.3 Performance Dimensions
- 4.4 Approaches to Measuring Performance

Unit 5 Measuring Results and Gathering Performance Information

- 5.1 Measuring Results
- 5.2 Measuring Behaviors
- 5.3 Characteristics of Appraisal Forms
- 5.4 Determining Overall Rating and Appraisal Period
- 5.5 A Model of Rater Motivation
- 5.6 Preventing Rating Distortion Through Rater Training

Unit 6 Implementing Performance Management System

- 6.1 Communication Plan
- 6.2 Appeals Process
- 6.3 Training Programs for Acquisition of Required Skills
- 6.4 Pilot Testing
- 6.5 On Going Monitoring and Evaluation

Unit 7 Performance Management and Employee Development

- 7.1 Personal Development Plans
- 7.2 Direct Supervisor's Role
- 7.3 360-Degree Feed Back System

Unit 8 Performance Management Skills

- 8.1 Coaching
- 8.2 Coaching Styles
- 8.3 Coaching Process
- 8.4 Performance Review Meetings

Unit 9 Managing Team Performance

- 9.1 Definition and Importance of Teams
- 9.2 Types of Teams and Implications of Performance Management
- 9.3 Purpose and Challenges of Team Performance Management
- 9.4 Including Team Performance in Performance Management System
- 9.5 Rewarding Team Performance

Recommended Books:

Aguinis, H. (2012). Performance Management. U.P India: Dorling Kindersley .
Michael, A., & Angela, B. (2005). Performance Management. London: CIPD.
Dipak, K. B. (2011). Performance Management System and Strategies. U.P India:
Dorling Kindersley.

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