



Strategic Performance Management Management

Instructor Name: Prof.KBL Srivastava

Institute: IIT Kharagpur

Department: Humanities and Social Sciences

About Instructor: Dr. Kailash B L Srivastava is Professor Department of Humanities and Social Sciences and Joint Professor in Vinod Gupta School Management, and specializes in the area of Human Resource Management and Development and Organizational Behaviour at Indian Institute of Technology Kharagpur. He holds a first class Masters degree in Psychology from Gorakhpur University and Ph.D. from Indian Institute of Technology, Kanpur, and has around 26 years of teaching, research, and training experience. He has taught earlier at BITS Pilani, and T A Pai Management Institute, Manipal, and also served as visiting faculty in XLRI Jamshedpur (2002), and Asian Institute of Technology Bangkok (2005) and UNU Tokyo (2013). He has published over 47 papers in national and international journals and contributed 26 chapters in edited books. He has attended many national and international conferences including IIRA in Berlin ICP 2008 at Berlin and Personality at work in Lunenburg Germany ICP 2012 at Cape Town SA and Yokohama in 2016. He has carried out a number of sponsored research and consultancy projects. He has supervised 16 Ph.D. theses in the area of Human Resource. He is also a member of the editorial board of many national and international journals. He has conducted many management development programmes in areas of behavioral soft skills and human resource management and development KM and innovation in learning organization performance management, and research methodology. He is a board member of the Academy of International business India chapter and President of the National Academy of Psychology, India for 2017. His current consulting and research expertise are in the area of Strategic Human Resource Management OD and change management performance management Leadership Emotional Intelligence, and Knowledge Management Psychology of well-being and corporate affairs

Pre Requisites: : Nothing

Core/Elective: : Elective

UG/PG: : PG

Industry Support : IT Companies/ R & D Companies/ Pharma Companies/ Manufacturing and Services sector

Course Intro: : Performance management system is a critical tool for any organization in today volatile uncertain and competitive environment. Understanding performance management systems by individuals and managers can help them to identify critical issues and area of performance, and how to plan, review, implement and develop themselves. Organizations are constantly exploring and evolving their performance management systems that are in sync with their environment and culture to improve bottom line as this is what matter to make them competitive. This course explores the many facades of performance management. The course is designed to help students and HR professionals to understand the nuances of performance management system as it is a continuously evolving process, which consists of defining, planning, analyzing and developing performance. It focuses on commitment and support building as also recognizing and rewarding performance and contribution. The course discusses a number of approaches to measure and methods of reviewing and analyzing performance to facilitate improved among managers. An effective performance management system brings helps in clarifying our roles and performance expectations by focusing on performance development. It also helps in creating interpersonal and supervisory trust, better communication leading to improved individual and organizational performance organization. The course also talks about the recent development in performance management system, its link with reward and legal issues, changing focus of organization and shifting the focus to adopt a more holistic framework of performance management to ensure growth and development of employee and their performance. It also includes recent experiences of organizations which have incorporated performance management systems in their structure, thus providing real life examples of PM systems in India.



SL.NO	Week	Module Name
1	1	Introduction to Performance Management and Performance Management Process, Role of PM in employee development
2	2	Introduction to Performance Management and Performance Management Process, Role of PM in employee development
3	3	Approaches to Performance Measurement: Measuring behavior and results, Issues in performance management
4	4	Implementing performance management systems: Self-appraisal, Team appraisal and 360 feedback system
5	5	Performance management skills, Increasing self-awareness
6	6	Performance review, analysis and discussion, use of performance management data for HR decision making
7	7	Potential Appraisal, Linking performance with reward systems and legal issues
8	8	Performance Management Practices: Select case studies of Indian Organizations, Future of performance management systems