CONTENTS

Chapter I : Introduction to Performance Management

• Meaning and concept of Performance Management • Features of Performance Management • Scope of Performance Management • Importance of Performance Management • Benefits of Performance Management • What is new in Performance Management? • Performance Management Vs Performance Appraisal • Summary • Review questions

Chapter 2 : Performance Management & Human Resource

• Components of performance management • Performance benchmarking • Benchmarking models • Performance culture • The Role of HR in performance culture • Competence & Competency analysis • Competency mapping • Repertory Grid • Job Competency Assessment • Cultural competence • Competency model • Team and performance • Linkage between HR and organizational performance • *Summary* • Review questions

Chapter 3 : Managing Performance

• Performance management process • Performance planning • Performance Review • KPA and KRA • Key performance competencies • Development plan • Performance Management Documentation • Evaluating Performance Management System • Implementing Performance management System • Performance Analysis • Performance Feedback • Performance Counseling • Summary • Review questions

Chapter 4 : Performance Monitoring, Mentoring & Managee Development

• Monitoring and its objectives • Process of monitoring • Review discussion • Purpose of managee development • Managee development process • Briscoe's principles • Delegation • Coaching • Action coaching • Counseling • Mentoring • What does a mentor do? • How mentoring is monitored? • Coaching Vs Mentoring • Engendering trust • Role efficacy • Summary • Review questions

Chapter 5 : Measuring Performance

• Why to measure performance? • Measuring performance • What to measure? • Criteria for performance measures • Classification of measures • Measuring organizational performance • The perspectives of the Balanced Score Card • EFQM model • Outcome metrics- Economic value added (EVA) • Other economic measures • Summary • *Review questions*

Chapter 6 : Annual Stock Taking

Introduction • Stocktaking performance • Judgment • Stocktaking potential • 360 degree feedback • Summary • Review questions

Chapter 7 : Key Issues in Performance Management

• Potential Appraisal • E-HR • Smoke detector expert system • Online performance monitoring • E-recruiting • Remote assessment • E-employee relations • Electronic performance management system (e-PMS) • Electronic performance support system (e-PSS) • Critical Success Factors • Roles; Development & implementation • Technology and strategy • Linkage of Performance and Pay • Performance management and teams • E-training • Concept of retraining • *Summary* • Review questions

Chapter 8 : Introduction to Performance Management

- Introduction Philosophy behind appraisal Features of Performance appraisal
- Objectives of Performance appraisal Performance Appraisal and job evaluation
- Importance of performance appraisal systems Barriers to Performance Appraisal
- Essentials of a good appraisal system Summary Review questions

Chapter 9 : Management of Appraisal

• Who can appraise? • When to appraise? • What to appraise? • Why to appraise? • Criteria of performance appraisal • Performance appraisal process • Cognitive processing models • Uses of Performance Appraisal • How can performance appraisal be made effective? • Summary • Review questions

Chapter 10 : Traditional Methods of Performance Appraisal

• Confidential Report • Free Form Essay Method • Straight Ranking Method • Alternation Ranking Method • Paired Comparison Method • Forced Distribution Method • Forced Choice Method • Graphic Rating Scale Method • Checklist And Weighted Checklist • Critical Incident Method • Group Appraisal Method • Field Review Method • Narrative Forms • Performance improvement plan • Work standards approach • Summary • Review questions

Chapter 11 : Modern Methods

Assessment Centre
Self Appraisal
HR Accounting
BARS
Appraising by MBO
360 degree appraisal
Advantages and disadvantages of 360 degree appraisal
RSDQ model of 360 degree feedback
How to get 360 degree feedback right?
Cross feedback
Appraisal interview
Summary
Review questions

Case Study

Index