

BBA III Year	BBA-E520/620		Semester-V/VI		
	<b>Performance And Compensation Management</b>				
Time Allotted for End Semester Examination	Marks Allotted for Internal Assessment	Marks Allotted for End Semester Examination (ESE)	Maximum Marks (MM)	Total Credits	Maximum Hours
<b>3 Hrs.</b>	<b>30 (20+10)</b>	<b>70</b>	<b>100</b>	<b>06</b>	<b>60</b>

**OBJECTIVE:** To familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees to high performance.

- Introduction- Concept, Philosophy, History from performance appraisal to performance development. Objectives of performance management system; Performance management and performance appraisal; Performance Management process: Performance planning, Process and Documentation of Performance appraisal, Appraisal Interview, Performance Feedback and Counselling. **(12 Hours)**
- Performance management and reward systems. Performance Coaching, Mentoring and Counselling, Competency development, Use of technology and e-PMS, International Aspects of PMS. Performance systems trends, Ethical Perspectives in performance appraisal. **(12 Hours)**
- Introduction to Job Evaluation. Methods of Job Evaluation. Company Wage Policy: Wage Determination, Pay Grades, Wage Surveys, Wage Components. Modern trends in compensation - from wage and salary to cost to company concept, Comparable worth, broad banding, and competency based pay. **(12 Hours)**
- Incentives plans for production employees and for other professionals. Developing effective incentive plans, pay for performance. Supplementary pay benefits, insurance benefits, retirement benefits, employee services benefits. Benefits & Incentive practices in Indian industry. **(12 Hours)**
- Wages in India: Minimum wage, fair wage and living wage. Methods of state regulation of wages. Wage differentials & national wage policy regulating payment of wages, wage boards, Pay commissions, dearness allowances, linking wages with productivity, Special compensation situations: International compensation-managing variations. Expatriate Pay. **(12 Hours)**

#### SUGGESTED READINGS:

1. Aguinis, H. (2009). *Performance Management*. New Delhi: Prentice Hill.
2. Armstrong, M. (2015). *Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance*. USA: Kogan page
3. Armstrong, M. & Baron, A. (202). *Performance management and development*. New Delhi: Jaico Publishing House .
4. Armstrong, M. (2014). *Performance management: Key strategies and practical guidelines*. London: KoganPage.
5. Bagchi, S. N. *Performance management*. India: Cengage Learning.
6. Bhattacharyya, D.K. (2011). *Performance management systems and strategies*. New Delhi: Pearson Education.
7. Chhabra, T.N. & Rastogi, S. (2001). *Compensation management*. Delhi: Sun India Publications.
8. Dessler ,G. (2010). *Human Resource Management*. New Delhi: Prentice Hall.
9. Henderson, R. (1997) . *Compensation management in a knowledge based world*. California: Prentice Hall.
10. Milkovich & Newman. (1998). *Compensation*. London: McGraw Hill.
11. Robert B. (2003). *Performance management*. India: McGraw-Hill Education India.
12. T.J. Bergman. (2000). *Compensation Decision Making*. Harcourt: Fort Worth, TX.

**NOTE:** The list of cases, specific references and books including recent articles will be announced in the class by concerned teachers from time to time.