

AC -11-03-2025
Item No. -04

Approved by the BOS in Bachelor of Commerce (Management Studies) on 06-03-2025 Item No. 03

As Per NEP 2020

Tolani College of Commerce (Autonomous)



**Title of the Course: Performance Management &
Career Planning**

Programme: Bachelor of Management Studies Semester-VI

Syllabus for 4 credits

From the academic year 2025 - 2026

Name of the Course: Performance Management & Career Planning

Sr. No.	Heading	Particulars
1.	Description the course:	This course integrates the principles of performance management with career planning to create a holistic approach to employee development. Participants will learn strategies for setting performance expectations, providing feedback, and supporting career growth. The course combines theoretical concepts with practical applications to prepare HR professionals and managers for effective performance management and career planning.
2.	Vertical	HR Electives
3.	Type:	Theory
4.	Credit:	4 credits
5.	Hours Allotted:	60 Hours
6.	Marks Allotted:	100 Marks Continuous Evaluation 40 Marks Semester End Examination 60 Marks
7.	<p>Course Objectives:</p> <ul style="list-style-type: none"> • To understand the principles and concepts of performance management and career planning in organizational contexts. • To learn to develop and implement effective performance management systems and processes. • To explore strategies for setting performance goals, providing feedback, and conducting performance appraisals. • To gain insights into career planning frameworks, tools, and techniques to support employee development and growth. 	
8.	<p>Course Outcomes:</p> <ul style="list-style-type: none"> • Learners will be proficient in designing and implementing performance management systems that align with organizational objectives and employee development needs. • Learners will master performance evaluation techniques, including goal setting, feedback provision, and performance appraisal methodologies. • Learners will be able to facilitate constructive performance discussions and development plans to enhance employee performance and engagement. • Learners will be capable to guide employees in identifying career aspirations, setting career goals, and creating actionable career development plans that support both individual and organizational objectives. 	
9.	Module 1: Performance Management – An Overview	

- Performance Management– Meaning, Features, Components of Performance Management, Evolution, Objectives, Need and Importance, Scope, Performance Management Process, Pre-Requisites of Performance Management, Linkage of Performance Management with other HR functions, Performance Management and Performance Appraisal, Performance Management Cycle.
 - Best Practices in Performance Management, Future of Performance Management.
- Role of Technology in Performance Management.

Module 2: Performance Management Process

- Performance Planning – Meaning, Objectives, Steps for Setting Performance Criteria, Performance Benchmarking
- Performance Managing – Meaning, Objectives, Process.
- Performance Appraisal – Meaning, Approaches of Performance Appraisal – Trait Approach, Behaviour Approach, Result Approach, Performance Monitoring–Meaning, Objectives and Process.
- Performance Management Implementation – Strategies for Effective Implementation of Performance Management, Linking Performance Management to Compensation and Concept of High Performance Teams.

Module 3: Ethics, Under Performance and Key Issues in Performance Management

- Ethical Performance Management - Meaning, Principles, Significance of Ethics in Performance Management, Ethical Issues in Performance Management, Code of Ethics in Performance Management, Building Ethical Performance Culture, Future Implications of Ethics in Performance Management.
- Under Performers and Approaches to Manage Under Performers, Retraining
- Key Issues and Challenges in Performance Management, Potential Appraisal: Steps, Advantages and Limitations.
- Pay Criteria -Performance related pay, Competence related pay, Team based pay, and Contribution related pay.

Module 4: Career Planning and Development

- Career Planning - Meaning, Objectives, Benefits and Limitations, Steps in Career Planning, Factors affecting Individual Career Planning, Role of Mentor in Career Planning, Requisites of Effective Career Planning.
 - Career Development – Meaning, Role of employer and employee in Career Development, Career Development Initiatives.
 - Role of Technology in Career Planning and Development
- Career Models – Pyramidal Model, Obsolescence Model, Japanese Career Model, New

	Organizational Structures and Changing Career Patterns.	
	Reference Books: <ul style="list-style-type: none"> • Shashi K. Gupta, Rosy Joshi, Human Resource Management, Kalyani Publishers. 2018 • Armstrong, Michael, Baron, Performance Management, Jaico Publishers 2008 • Robert Bacal, Performance Management, McGraw-Hill Education, 2007 • T.V. Rao, Performance Management and Appraisal Systems: HR Tools for Global Competitiveness, Response Books, New Delhi, 2007. • Davinder Sharma, Performance Appraisal and Management, Himalaya Publishing House. 2016 	
	Internal Continuous Assessment: 40%	Semester End Examination: 60%
	Continuous Evaluation through: (40 Marks)	
	Component	Total Marks
	Assignment/Case Studies/Book Review/ News Analysis/Presentation/ /Project/ Class Test	40 Marks

12	Format of Question Paper: for the final examination	
	Question Paper Pattern for Semester End Examination (SEE) Maximum Marks: 60 Duration:2 Hour	
	Q. No.	Particular
	Q-1	Attempt any TWO the following: (Module 1) A. Full Length Question B. Full Length Question C. Full Length Question
	Q-2	Attempt any TWO the following: (Module 2) A. Full Length Question B. Full Length Question C. Full Length Question
	Q-3	Attempt any TWO the following: (Module 3) A. Full Length Question B. Full Length Question C. Full Length Question
	Q-4	Attempt any TWO the following: (Module 4) A. Full Length Question B. Full Length Question C. Full Length Question
Note: Note: Any of the full length question of 7.5 Marks can be a case study.		

Signatures of Team Members

Sr. No	Name	Signature
1.	Dr. Sadhana Venkatesh	
2.	Ms. Shalini Clayton	
3.	Ms. Ashiyana Shaikh	

