

# Performance Management

**Program/Semester:** MBA/Fourth Semester

**Course Title:** Performance and Reward Management

**Course Code:** HRM 644

**Credit Hours:** 3

**Lecture Hours:** 45

**Nature:** Concentration (Human Resource Management)

## Course Description

This course includes an overview of performance management, performance management and strategic planning, measurement approach, measuring results and behaviors, performance information, implementing a performance management system and employee development for performance management.

## Course Objectives

This course is designed to promote and understand issues related to performance, compensation and reward systems in the corporate sector and impart skills in designing, analyzing and restructuring compensation systems through the formulation of appropriate policies and strategies. The objective of the course is to make the students understand the critical dimensions of performance management systems and reward management.

This course is designed to promote and understand issues related to performance management systems in the corporate sector and impart skills in designing appropriate policies and strategies for the effective implementation of performance management systems.

## Learning Outcomes

The successful completion of this course shall enable the student to:

- explain the concept of the performance management system and prepare a business case for implementing a well-designed performance management system.
- understand that performance management is an ongoing process that includes the interrelated components of prerequisites, performance planning, performance execution, performance assessment and performance review.
- understand how a strategic plan determines various choices regarding performance management system design and explain why consideration of strategic issues is a building block for creating support for a performance management system.
- describe the crucial steps that must be taken before the performance management system is launched, including implementing a communication plan, an appeals process, training programs for raters, and pilot testing.
- describe the importance and benefits of including a developmental plan as part of the performance management system.

## Course Contents

### Unit I: Introduction to Performance Management

LH 8

Definition of Performance Management; Characteristic of an ideal Performance Management system; Philosophy underlying performance management; Performance management Process; Performance planning; Performance execution; Performance assessment; Performance review; Performance Management System (PMS): concept, objectives and functions; Characteristics of effective PMS; Performance management and strategic planning; Process of linking performance management to the strategic plan, building support.

### Unit 2: Performance Management and Strategic Planning

LH 6

Purposes of strategic planning; Process of linking performance management to the strategic plan: Strategic planning, developing strategic plans at the unit level, job descriptions and individual and team performance; Building support.

**Unit 3: Defining Performance and Choosing a Measurement Approach** **LH 6**

Defining performance; Determinants of performance: implications for addressing performance problems and factors influencing determinants of performance, performance dimensions; Approaches to measuring performance: behavior approach, results approach and trait approach

**Unit 4: Measuring Results and Behaviors** **LH 6**

Measuring results: determining accountabilities, determining objectives and determining performance standards; Measuring behaviors: comparative systems and absolute systems

**Unit 5: Performance Information** **LH 6**

Appraisal forms, characteristics of appraisal forms, determining overall rating, appraisal period and number of meetings, providers of performance information, a model of rater motivation and preventing rating distortion through rater training programs

**Unit 6: Implementing a Performance Management System** **LH 8**

Preparation: communication, appeals process, training programs, and pilot testing; Communication plan; appeals process; Training programs for the acquisition of required skills: rater error training, frame of reference training, behavioral observation training and self-leadership training; Pilot testing; Ongoing monitoring and evaluation.

**Unit 7: Performance Management and Employee Development** **LH 5**

Personal developmental plans; Direct supervisor's role; 360-degree feedback systems: concept, advantages, risks of implementing 360-degree feedback systems.

**Prescribed textbooks:**

Aguinis, H.(2013). *Performance Management*, Pearson Publication

Gomez-Mejia, L., Balkin, D. and Cardy, R. (2016). *Managing Human Resources*. Prentice Hall.

**Suggested References:**

Chadha, P. (2008). *Performance Management*. New Delhi: Macmillan India Ltd.

Rao, N.S. (2017). *Compensation System and Performance Management*. New Delhi: Himalaya Publishing House.

Rao, T.V. (2017). *Performance Management: Toward Organizational Excellence*. New Delhi: Sage Publishers.

Robert, L. C. (2011). *Performance Management Concepts Skills and Exercises*, New York: M.E.Sharpe Publications.

# Conflict Management and Negotiations

*Program/Semester: MBA/Fourth Semester*

*Course Title: Conflict Management and Negotiation*

*Course Code: HRM 645*

*Credit Hours: 3*

*Lecture Hours: 45*

*Nature: Concentration (Human Resource Management)*

## Course Description

Conflict management involves resolving situations where the interests of two or more parties differ. Negotiation is the art and science of securing an agreement between two or more independent parties. This course will involve developing a repertoire of skills and techniques for conflict management and negotiation to develop a systematic and positive approach to negotiating with multiple stakeholders.

## Course Objectives

The purpose of this course is to understand and use the theory and processes of conflict management and negotiation as they are practiced in a variety of settings. The course is designed to be relevant to the broad spectrum of conflict and negotiation problems that are faced by managers and professionals.

## Learning Outcomes

The successful completion of this course shall enable the student to:

- Describe the concept and components of conflict and apply these concepts in managing conflict situations
- Explain the approaches of conflict management
- Gain a broad understanding of techniques to resolve team conflict and strategies to resolve organizational conflict.
- Experience the negotiation process, and through reflection, learn to evaluate the costs and benefits of alternative actions and how to manage the negotiation process.

## Course Contents

### Unit I: Introduction

LH 6

Concept, components and types of conflict; Models of conflict: Process and Structural Models; Functional and dysfunctional conflict; Levels and sources of conflict: intrapersonal, interpersonal, group and organizational.

### Unit 2: Conflict Management Design

LH 4

Nature of conflict Management, contingency approach, conflict management process, the conflict domain, conflict trends, conflict distribution, conflict mapping and tracking.

### Unit 3: Managing Conflict

LH 10

Managing interpersonal conflict: Conflict resolution approach, behavioral style and conflict handling, the CosierSchank model of conflict resolution, collaboration and conflict resolution, one to one dispute resolution; Managing team and organization conflict: techniques to resolve team conflict, strategies to resolve organizational conflict, effective listening and dialogue skills, humor and conflict resolution, negotiation as a tool for conflict resolution.

### Unit 4: Conflict Resolution

LH 4

Conflict resolution models; Classical ideas; New developments in conflict resolution: Environmental conflict resolution; Gender conflict resolution; Assessing the cost of workplace conflict.

### Unit 5: Negotiations and Negotiation Strategies

LH 12

Concept of negotiation; Major negotiation styles (avoidance, competitive, compromising and collaborative); Preparing negotiations: goal setting, identifying best alternative to a negotiated

agreement and zone of possible agreement, assessing the barriers of successful collaboration, designing a negotiation plan and creating negotiation team; Negotiation process, factors for successful negotiations, essential skills for negotiation, tricks used in the negotiation process, the psychological advantage of negotiations and techniques of negotiation; Concept of negotiation strategies, strategy and tactics for distributive bargaining, strategy and tactics for integrative negotiation, negotiation strategy and planning; Finding and using negotiation power, sources of power, Ethics in negotiation.

**Unit 6: Third-Party Participation and Other Legal Provision Relating to Negotiations      LH 8**

Circumstances of engaging third party in managing negotiations; Approaches of engaging third party: formal intervention (arbitration, mediation and process consultation) and informal intervention; Legal provisions related to negotiation in Nepal: Labor law, Trade union act, Bonus act, Contract act and Mediation act.

**Prescribed textbooks:**

Corvette, B.R., (2006). *Conflict management: A practical guide to developing negotiation strategies*. Pearson.

Rahim, M. Afzalur. (2001). *Managing conflict in organizations*. Quorum Books, 88 Post Road West, Westport.

**Suggested References:**

Roger Fisher, William Ury, and Bruce Patton (2011). *Getting to Yes: Negotiating agreement without giving in*, Penguin Books.

Roy J. Lewicki, Bruce Barry and David M. Saunders (2015). *Negotiation: readings, exercises and cases*, McGraw-Hill Irwin.