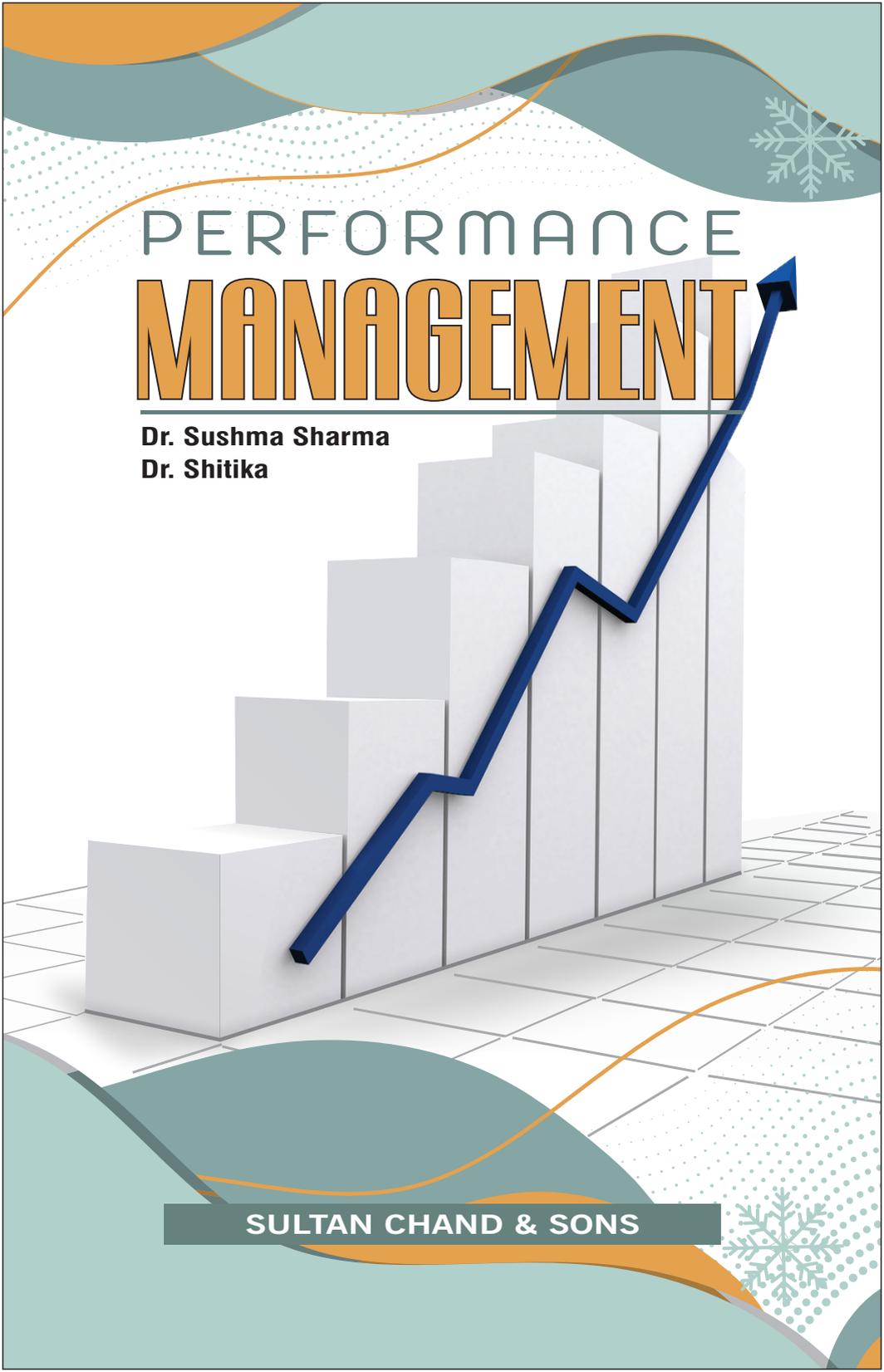
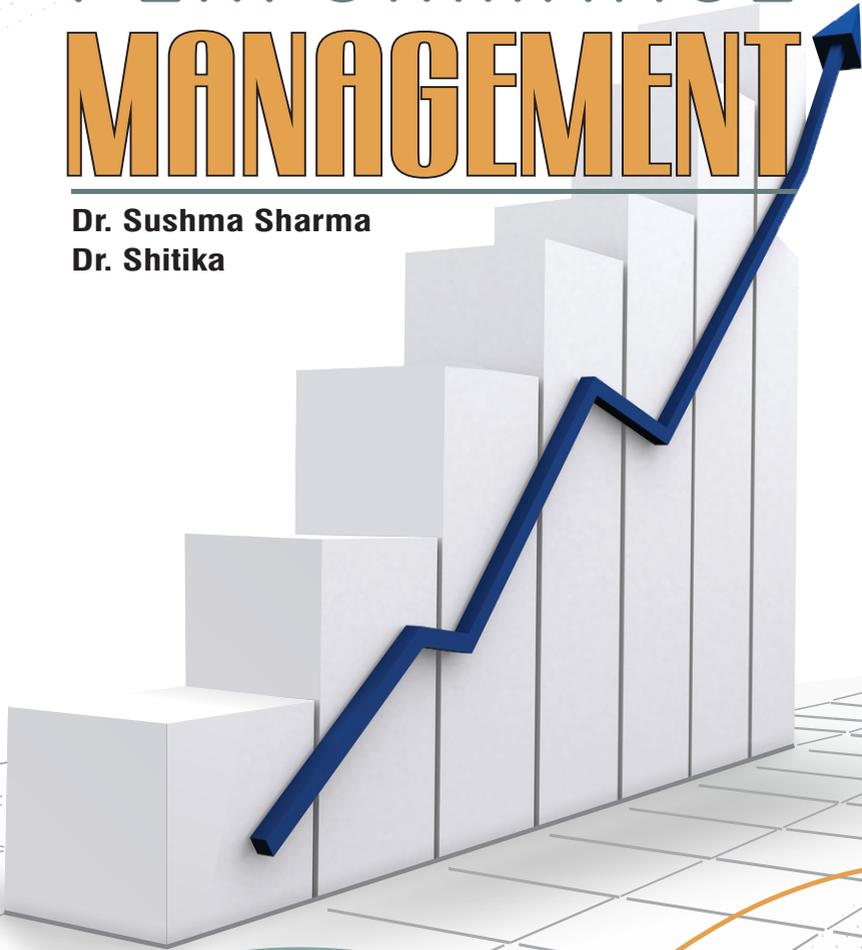


PERFORMANCE MANAGEMENT

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SULTAN CHAND & SONS

Performance Management

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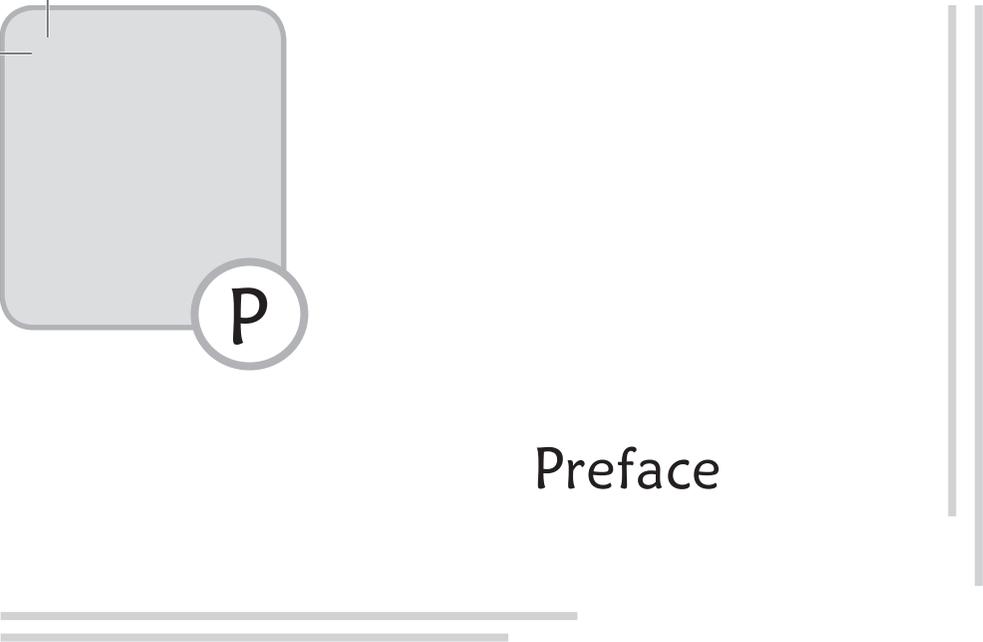
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Author's Acknowledgement: The writing of a Textbook always involves creation of a huge debt towards innumerable author's and publications. We owe our gratitude to all of them. We acknowledge our indebtedness in extensive footnotes throughout the book. If, for any reason, any acknowledgement has been left out we beg to be excused. We assure to carry out correction in the subsequent edition, as and when it is known.



P

Preface

The book provides a valuable introduction, explanation and discussion of key areas of performance management offering concepts, ideas, examples and practical perspectives that are beneficial to academicians, students and practitioners specifically those in BBA and MBA programs. The book has been created to offer an insightful introduction to the essential aspects of performance management. This book can be prescribed at SRM University, Guru Gobind Singh Indra Prastha University (GGSIPU), Delhi University and other state and private universities in Delhi-NCR.

Structured into ten comprehensive chapters, each meticulously curated to cover various dimensions of performance management, the book adopts a diverse range of learning approaches. From detailed explanations to critical evaluation, from real-world case studies to text-based analysis, readers will find a collection of tools to develop their understanding and enhance their engagement with the subject matter.

The journey begins with an exploration of the foundational concept of performance management, paving the way for subsequent chapters that explore critical topics such as performance planning, motivation for high performance and the implementation of performance systems. As readers progress through the book, they will encounter in-depth discussions on performance appraisal methodologies, recent trends shaping the landscape of performance management and the ethical and legal considerations inherent in the practice.

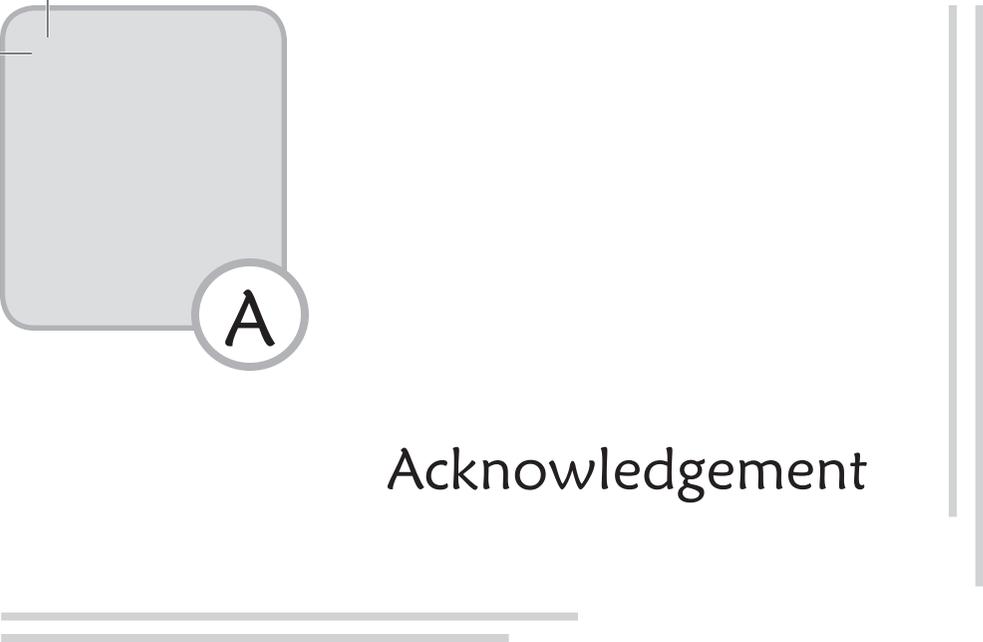
Of particular significance is the inclusion of chapters keen on emerging areas such as artificial intelligence-driven performance

management, reflecting the evolving nature of the discipline in response to technological advancements and changing organizational dynamics.

Throughout the text, readers will find follow-up questions and key terms strategically scattered to facilitate active learning and retention of essential concepts. Whether used as a core textbook for academic courses or as a practical guide for professionals seeking to enhance their understanding of performance management principles and practices, this book is designed to meet the diverse needs of its audience.

Happy Learning!

Dr. Sushma Sharma
Dr. Shitika



A

Acknowledgement

This book is a homage to the many people who worked together to make it happen, each of them adding something special to the process. Firstly, we want to convey our sincere gratitude to Smt. Bimla Devi, Mr. Surya, and Mr. Sunil Sharma whose understanding and constant support have laid the foundation for all our artistic endeavors. We are grateful for their patience during those late evenings and early mornings.

We are forever obliged to SRM University and GGSIPU for providing the congenial environment to write this book. Special thanks to Prof. (Dr.) V. Samuel Raj, Registrar and Dean Academics at SRM University, Prof. (Dr.) Paramjit S. Jaswal, Vice Chancellor at SRM University Sonipat, and our seniors and colleagues for their significant contributions in incorporating case studies and enriching the content of this book.

We owe a debt of gratitude to our mentor, whose guidance and insights have been invaluable throughout this journey. Your wisdom has shaped this work and our growth as writers.

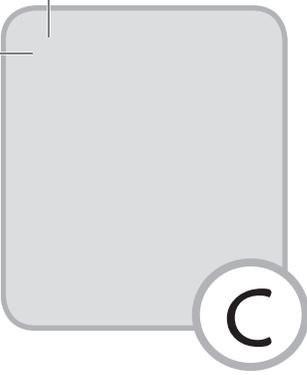
To our friends, whose support and faith in our skills motivated us to push through doubts: your unshakable belief in this project inspired us to see it through to the end.

We would especially like to express our gratitude to Sultan Chand & Sons, publisher who have painstakingly guided this book from its conception to its release. This book is much better than we could have ever dreamt of because of their professionalism and dedication to quality.

Finally, and most definitely not least, we want to express our sincere gratitude to all the readers who will join us on this literary journey. These words are made possible by your interest and involvement, and it is with deep humility that we present this book to you as a gift. We appreciate your participation in this trip.

Dr. Sushma Sharma

Dr. Shitika



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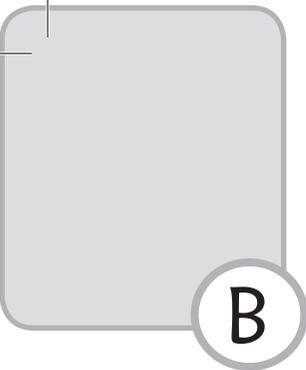
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B

Brief Contents

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10.	Ethics and Legal Guidelines in Performance Management	239–256	5	5	5
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About the Book

Performance Management: A Contemporary Approach is a thorough guide on the complex and dynamic subject of managing employee performance in organizations. It explores many facets of performance management systems and provides managers, academicians, HR specialists and business leaders with a combination of academic understanding and useful applications for improving organizational performance.

Central to the book is emphasising the strategic alignment of performance management processes with organizational goals. Through opening cases and real-life examples, it illustrates how successful performance enhances not only individual and team performance but also propel organizational success. A thorough examination of subjects including goal-setting, performance evaluation, giving feedback and staff development yields practical tactics that readers may use in their own companies.

Beyond that, it discusses the potential and problems brought by new trends like AI-driven performance and remote work in the workplace. Ultimately, "Performance Management" is an essential resource for anyone committed to fostering a high-performance culture that supports both individual growth and organizational excellence.

Dr. Sushma Sharma

Dr. Sushma Sharma is an Associate Professor and Programme Coordinator (Master of Business Administration) at SRM University, Delhi-NCR, Sonapat. She holds a PhD in Management from Maharshi Dayanand University, Rohtak, and has more than 17 years of experience, including corporate. Dr. Sharma has contributed significantly to academia with more than 25 research papers published in various prestigious international and national journals.



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Noteworthy among her contributions is a book chapter titled "Innovation in the University 4.0 System based on Smart Technologies," published in Routledge, Taylor & Francis Group, USA and has published numerous research papers in journals of repute such as Psychology and Health & Medicine.

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