

**Module Title:** DEVELOPING AND MANAGING PERFORMANCE

**Date of Approval:** December 2011

**Module Code** 6HR500

**Pre-requisite** None

**Module Level** 6

**Credit value** 20

**Total Number** 200

**of Learning Hours**

**Key Words** Human Resource Management; Performance Management; Reward; Development; Learning; Skill.

**Module Delivery**

**Mode:** Blended / Face to Face

**Module Description**

People have been described as an organisations most valuable asset. However if these 'human resources' are to add value to an organisation they must be carefully developed and managed to enable them to contribute effectively to its strategic aims and objectives. To contribute positively to organisational performance employees require both the ability and motivation to do their jobs and must be placed in job roles which provide them with the opportunity to use their skills and knowledge effectively.

This module explores how organisations use performance management, reward and development policies and practices to maximise the performance of employees and the organisations they work within. It critically analyses the role of performance review and feedback in the broader process of identifying development needs and allocating rewards and the difficulties of conducting these effectively. Students will explore the challenges of developing effective reward and employee development strategies. From the development perspective this will include taking part in the design and delivery of an employee development event to experience the difficulties faced by organisations in developing the skills, knowledge and attitudes needed for sustainable competitive advantage. This will help students to assess the strengths and limitations of a range of development tools and techniques. Students will also examine the process of succession planning to ensure the effective deployment of talent.

**Module Learning Outcomes**

On successful completion of the module, students will be able to:

1. Critically evaluate how key elements of employee reward and development policy and practice contribute to the management of performance within organisations

2. Assess the challenges in designing effective reward and development strategies
3. Demonstrate effective personal development planning skills to support their own continual professional development

## Module Content

### Performance Management and it's Systems

- Overview of the performance management cycle and planning process
- Performance measurement and development of SMART performance targets
- The Bath People and Performance model (Ability, Motivation, Opportunity)
- Links between individual, team and organisational objectives and how to achieve them
- Performance improvement
- Disciplinary and grievance procedures

### Reward

- Employee and Employer objectives
- Reward mix - Intrinsic and Extrinsic Rewards
- Performance related pay

### Development strategy

- The training and development context (internal and external)
- Organisational aims and objectives – vertical and horizontal integration
- Roles and responsibilities
- Organisational v Individual development needs

### Developing Talent

- Identifying and agreeing performance objectives - Performance Review and Feedback (learning how to assess performance and provide feedback)
- Setting learning objectives
- Learning theories
- Barriers to learning
- Development methods
- Principles of design and delivery
- Learner involvement and participation
- Evaluation

### Deploying Talent

- Succession planning

### Continual Development Planning (CPD)

- Personal Development Planning

## Module Learning and Teaching Methods

| Activity type                   | Hours | Category |
|---------------------------------|-------|----------|
| Lecture                         | 12    | 1        |
| Practical classes and workshops | 24    | 1        |
| Guided independent study        | 164   | 2        |

### Total Learning Hours in Each Category:

- Category 1:  $12 + 12 + 12 = 36$  (18%)
- Category 2: 164 hours (82%)

## Module Assessment

### Mode: Coursework 100%

#### Formative Assessment

Students will be asked to give and receive peer feedback on the presentations that will lead to the summative assessment. They will also be asked to discuss this with their personal tutors. There will also be 3 seminar activities that enable and facilitate formative tutor feedback over the course of the module.

The coursework is split into two parts.

#### Coursework 1/Examination 40%

A reflective/ PDP questionnaire that will comment on the presentations that are carried out as formative assessment

#### Coursework 2/Examination 60%

2,000 word individual management report and personal development plan

## Reading list

### Recommended Reading

Armstrong, M, & Baron, A. (2005) managing performance: performance management in action, London, CIPD.

Pettinger, R. (2002) Mastering employee development Basingstoke, Palgrave

### Other Useful Texts

Hackett P (2003) Training Practice, London, CIPD

Reid MA, Barrington H, Brown (2004) Human Resource Development, Beyond Training Interventions 7th edition, London, CIPD

Simmonds, D. (2003) Designing and delivering training, London, CIPD

Truelove, S. (2006) Training in practice, London, CIPD

**Journal Articles:**

Advisory, Conciliation and Arbitration Service (2003) Employee Appraisal

Cannell, M. (2008) Performance management: an overview (Fact Sheet) London, CIPD available at <http://www.cipd.co.uk/subjects/perfmangmt/general/perfman.htm?IsSrchRes=1>

Cannell, M. (2007) Training: a short history [On line] CIPD Available at <http://www.cipd.co.uk/subjects/training/general/thistory?cssversion=printable>

CIPD (2008) Learning and Development, Survey Report Available at [http://www.cipd.co.uk/subjects/lmanddev/general/\\_lrngdevsvy.htm?IsSrchRes=1](http://www.cipd.co.uk/subjects/lmanddev/general/_lrngdevsvy.htm?IsSrchRes=1)

CIPD (2007) The people and performance link, London, CIPD Available at <http://www.cipd.co.uk/subjects/corpstrgy/busiperfm/peoperflink.htm?IsSrchRes=1>

CIPD (2005) Performance management Survey report, London, CIPD. Available at <http://www.cipd.co.uk/surveys>

Garger, E.M.(1999) Goodbye Training, Hello Learning, *Workforce*, November p35 – 42

Gillen, T. (2003) How to...conduct an appraisal, *Personnel Today*, 8<sup>th</sup> July

Longenecker, C.O. (1997) Why managerial performance appraisals are ineffective: causes and lessons, *Career Development*, Vol 2 No 5 pp212-218

**Websites:**

Advisory, Conciliation and Arbitration service [www.acas.org.uk](http://www.acas.org.uk)

Chartered institute of Personnel and Development [www.cipd.co.uk](http://www.cipd.co.uk)

Department of Trade and Industry [www.dti.gov.uk](http://www.dti.gov.uk)

The Investors in people [www.iipuk.co.uk](http://www.iipuk.co.uk)

Learning and Skills Council [www.lsc.gov](http://www.lsc.gov).



