

Module Title	DEVELOPING AND MANAGING PERFORMANCE
Date of Approval:	August 2014
Module Code	6HR500
Pre-requisite	None
Module Level	6
Credit value	20
Total Number of Learning Hours	200
Key Words	Performance Management; Reward; Development; Learning; personal development
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. The performance of individuals in organisations is not just the concern of the HR Department, it is the concern of every employee who wants the organisation to succeed 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 reward policies and practices and develop high performance work systems to maximise the performance of employees and the organisations they work within. You will explore the challenges of developing and implementing effective reward and performance management strategies and assess the strengths and limitations of a range of performance management tools and techniques. You will explore the key role of the line manager in the performance management process and the development of a performance culture. By the end of the module you will have gained knowledge and understanding of what actually happens in organisations and the tensions that exist in relation to developing and managing performance.

Module Learning Outcomes

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

1. Critically evaluate the contribution of reward principles, policies, practices and decision making to performance management in organisations
2. Analyse the design, implementation and impact of high performance work organisations

Module Content

Whilst studying this module you will explore the theory behind what organisations do to manage performance. Building on the theoretical frameworks of the performance management cycle and people and performance (AMO) model (Purcell et al 2003) you will explore a range of reward and performance management practices Through a combination of information, exploration and application activities in the classroom and directed and self-guided independent study you will look at how performance objectives are set managed and measured The practical application activities will also help you to build the skills required to manage performance in the workplace.

For those of you who are students on BA Business Management, this module contributes to achieving your CMI Level 5 Diploma under the dual accreditation arrangement.

This module also covers the CIPD requirements on the Intermediate Diploma in HR Management with the Chartered Institute of Personnel and Development (CIPD)

Module Learning and Teaching Methods

Activity type	Hours	Category
Lecture	12	1
Practical classes and workshops	36	1
Guided independent study	152	2

Total Learning Hours in Each Category:

- a. Category 1: $12 + 36 = 48$ (24%)
- b. Category 2: 152 hours (76%)

Part-time students will be taught via a blend of face to face, on line and independent study activities with a minimum of 24 hours face to face delivery over the semester.

Module Assessment

Mode: Coursework 100%

Summative Assessment

The coursework is split into two parts.

Coursework 1 50%

A written assignment of 1500-2000 words on the area of reward management

Coursework 2 50%

A written assignment of 1500-2000 words on improving organisational performance

Formative Assessment

Students will be given the opportunity to develop detailed assignment plans for each assignment and to access peer and tutor feedback on these as part of the classroom seminar activities.

Reading list

Core Text

Hutchinson, S. (2013). *Performance Management: Theory and Practice*. London. CIPD

Other Useful Texts

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

Purcell J, Kinnie N, Hutchinson S, Rayton B, Swart J (2003) *Understanding the people and performance link: Unlocking the black box*, London CIPD

Purcell J, Kinnie N, Swart J, Rayton B, Hutchinson S (2007) *People Management and Performance*, London, Routledge

Sung J, Ashton D (2005) *High performance work practices: linking strategy and skills to performance outcomes* London, Department of Trade and Industry

Wright A (2004) *Reward management in context*, London, CIPD

Journal Articles:

_Guest (2011) Human resource management and performance: still searching for some answers, *Human Resource Management Journal*, Vol 21 No 1 pp3-13

Haines, V.Y. and ST-Onge, S. (2012) Performance management effectiveness: practices or context? *International Journal of Human Resource Management*. Vol 23 No 6, March. p1158-1175.

Harris L (2001) Rewarding employee performance: line managers' values, beliefs and perspectives, *International Journal of Human Resource Management*, Vol 12 No 7 pp1182-01192

Incomes Data Services. (2011) *Performance management*. HR Studies. London: IDS
Kaplan RS, Norton DP (1992) The balanced scorecard – measures that drive performance, *Harvard Business Review*, Jan-Feb, pp71-79

Prowse P, Prowse J (2009) The dilemma of performance appraisal, *Measuring Business Excellence*, Vol 13 No 4 pp69-77

Purcell J, Hutchinson S (2007) Front line managers as agents in the HRM-performance causal chain: theory, analysis and evidence, *Human resource management journal*, Vol 17 No 1 pp3-20

Redman T, Snape E (2000) Performance appraisal in an NHS Hospital, *Human Resource Management Journal* 10:1 p 48 – 62

Tangen S (2005) Improving the performance of a performance measure, *Measuring Business Excellence*, Vol 9 No 2, pp4-11

Websites:

Advisory, Conciliation and Arbitration service www.acas.org.uk

Chartered institute of Personnel and Development www.cipd.co.uk

Department of Trade and Industry www.dti.gov.uk