

Liverpool John Moores University

Title: PERFORMANCE MANAGEMENT
Status: Definitive
Code: **7508PD** (103680)
Version Start Date: 01-08-2011

Owning School/Faculty: Liverpool Business School
Teaching School/Faculty: Dublin Business School

Team	Leader
Jane Aspinall	Y

Academic Level: FHEQ7 **Credit Value:** 15.00 **Total Delivered Hours:** 32.00
Total Learning Hours: 150 **Private Study:** 118

Delivery Options

Course typically offered: Runs Twice - S1 & S2

Component	Contact Hours
Lecture	20.000
Workshop	10.000

Grading Basis: 40 %

Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Essay	AS1	Report	50.0	
Exam	AS2	Exam	50.0	2.00

Aims

To provide a conceptual framework for effective performance management in an international context

To provide the knowledge and skills required to develop performance management strategy, policy and practice

To integrate performance management strategy with other HR strategies and organisational goals

To demonstrate the contribution of performance management within a HRM environment

To demonstrate the contribution of performance management to ethical business practice

Learning Outcomes

After completing the module the student should be able to:

- 1 Evaluate the different strategies for and approaches to the management, measurement and evaluation of performance
- 2 Appraise critically contemporary issues in performance management strategy, policy and performance
- 3 Analyse the circumstances in which effective reward management can contribute to the achievement of business goals
- 4 Evaluate appropriate strategies for performance review, target setting, employee development, coaching, poor performance and performance management systems
- 5 Explore the interdependent nature of organisational, departmental, team and individual goals and values together with their impact on organisational effectiveness
- 6 Evaluate the need for strategic integration of performance management with other areas of HRM and with organisational culture and objectives

Learning Outcomes of Assessments

The assessment item list is assessed via the learning outcomes listed:

Essay	1	2	3	4	5	6
EXAM	1	2	3	4	5	6

Outline Syllabus

Concept of performance management I (outputs and inputs)

Concept of performance management II (targets and objectives)

Performance reviews I (logistics and ratings)

Performance reviews II (skills and good practice)

Performance management and reward I (philosophy, strategy and policy)

Performance management and reward II (pay structures)

Performance management and reward III (contingent pay)

Performance management and development, coaching and career coaching

Managing under performer

Irish employment legislation relating to managing performance

Learning Activities

lecture and workshops

References

Course Material	Book
Author	Armstrong, M. and Baron., A.
Publishing Year	1998
Title	Performance management: the new realities
Subtitle	
Edition	
Publisher	CIPD
ISBN	

Course Material	Book
Author	Armstrong, M.
Publishing Year	2002
Title	Employee Reward
Subtitle	
Edition	3rd
Publisher	CIPD
ISBN	

Course Material	Book
Author	Harrison, R.
Publishing Year	2002
Title	Learning and Development
Subtitle	
Edition	
Publisher	CIPD
ISBN	

Course Material	Book
Author	Williams, R. S,
Publishing Year	2002
Title	Managing Employee Performance
Subtitle	
Edition	
Publisher	Thomson Learning
ISBN	

Course Material	Book
Author	Whiddett, S. and Hollyforde, S.
Publishing Year	2003
Title	A Practical Guide to Competencies
Subtitle	

Edition	
Publisher	CIPD
ISBN	

Notes

lecture and workshops