

HRM-812 Performance Management Systems

This course is designed to provide practical working knowledge of the processes of setting expectations, monitoring performance, coaching and developing employees, and assessing and rewarding good performance in dynamic organizations. It will provide students with an understanding of the key role that performance management plays in formulating and implementing corporate strategy and optimizing employee performance and productivity. Within the scope of managing performance, students will gain knowledge of how to measure and develop performance especially when it comes to using IT to enhance efficiencies and reduce skill wastage. Topics including the types of performance appraisal methods, different appraisal designs (traditional and contemporary), feedback mechanisms, organizational performance tools like the balanced scorecard and dash board and sources of performance information will be covered.

Objectives

- ⊕ To focus on the creation of parallel theoretical and practical arguments of performance management.
- ⊕ Demonstrate an understanding of job performance as a complex variable, and the various approaches to its measurement.
- ⊕ Understand the Balanced Scorecard and dashboard as an advanced technique within PMS.
- ⊕ To study how to appraise problem cases and why at times good performers receive bad evaluations.
- ⊕ To apply key practical skills to matters concerning performance management systems.

Outcomes

- ⊕ Will critically assess the significance of performance management systems for organizations.
- ⊕ Will appreciate the pros and cons of various performance management systems.

- ⊕ Will identify the strengths and short-comings of some contemporary systems.
- ⊕ Will demonstrate an understanding of the process performance management systems.

Text and reference books

Armstrong and Baron (2008). Performance Management: A strategic and integrated approach to success. JAICO publishing house.

- ⊕ Kaplan, R.S. (2009). Measuring performance: Expert solutions and everyday challenges. Harvard Business Press.
- ⊕ Related empirical and theoretical academic journal articles.