## BHR 3102 PERFORMANCE MANAGEMENT

**Short Description:**

As one of their duties, managers at all levels in organizations, are obliged to observe the manner in which their subordinates perform their jobs, assign judgmental value on performance, and create a justification upon which employees may still have a worth to stay in the organization. This course focuses on the theoretical and practical aspects affecting the evaluation of employee performance in organizations. This course examines the importance of an effective performance management system in helping organizations define and achieve long-term and short-term goals vital to its overall success. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing and improving individual and organizational performance.

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**Course Objectives:**

* Understand the rationale for managing performance in organisations.
* Identify the key elements that make up individual performance.
* Learn what a manager can do to improve performance.
* Explain the importance of measuring the “what” and the “how” that makes up performance.
* Describe what a well-planned performance review can do for the organization and its employees.

**Learning Outcomes:**

At the end of this course students should be able to:

i. Understand the key concepts and relevance of performance appraisal

ii. Understand the objectives of performance appraisal

iii. learn the changing pattern of performance appraisal

iv. learn the benefits of performance appraisal.

**Intellectual, practical and transferable skills**

* Problem solving skills
* Analytical
* Team work
* Communication

**Teaching and Learning Patterns**

Shall be achieved through Lectures, Class discussions, Case studies, Group presentations, Individual case presentations

**Indicative Content:**

The purpose, benefits and changing pattern of performance appraisal; Planning the interview; Creating a positive climate for appraisal; open and closed performance appraisal systems; Methods of performance appraisal; Self appraisal techniques; Qualities of a good appraisal; Common appraisal problems; Performance management: Identifying performance measures; Setting performance targets/objectives; Using job descriptions and competency frameworks to identify standards of performance and business needs; Continuous assessment; Conducting regular performance reviews

**Assessment Method**

The assessment method is structured to include coursework and final examination. Coursework consists of assignments, presentations and tests.

Course work assessment 30%

Final Examination 70%

 100%

The minimum mark required to pass is 50%, this includes course work and final examination. Each course in the programme is allowed a maximum of three hours for final examination

**Indicative Sources**

1. Armstrong. M. 2001. A handbook of Human Resource Management Practice, 8th Edition. London: Kogan Page.

2. Byars L. Lloyd & Rue, W. Leslie. 2006. Human Resource Management, 8th Edition. New York: McGraw Hill.

Ivancevich M. John. 2003. Human Resource Management, 9th Edition. New York: McGraw Hill.