

UNIVERSITY OF WALES: TRINITY SAINT DAVID
PRIFYSGOL CYMRU: Y DRINDOD DEWI SANT

School of Business
Ysgol Busnes

Human Resource Management – Managing Performance SBMA7107

Summer 2013

SBMA7107 HRM – Managing Performance

Module Introduction/Information

This Human Resource Management Pathway Module seeks to explore the Performance Management aspect of the HR Managers role – detail, depth and complexity:

1. Holistically – as a strategy which relates to every activity of the organisation set in the context of its human resources policies, culture, style and communications systems,
2. As a process that contributes to the effective management of individuals and teams to achieve high levels of organisation performance,
3. As a system through which organisations set work goals, determine performance standards, assign and evaluate work, provide performance feedback, determine training and development needs and distribute rewards.

The essential content covers:

- Performance Development Planning - the purpose and processes of Performance Appraisal and Performance Management.
- Performance Management - the drive towards competitive advantage and the place of HRM – behavioural, performance and other outcomes.
- Performance and Development – goal setting, measurement, appraisal, feedback.
- Trust, Manageability and Control - Motivation, Rewards and Incentives.
- HR and Line Managers – Business Strategy, Commitment, Improvement Flexibility and Quality.
- International, Environmental, Ethical and Sustainability issues.

Weekly Lecture Schedule

1. Introduction – Human Capital Management
2. Achieving added value through people.
3. Managing Performance – the place of HRM
4. The Objectives of Performance Management
5. The Performance Management Cycle
6. Relevant macro-economic, fiscal and market factors and key influences on organisational performance
7. Using strategic planning and control models to plan and monitor organisational performance
8. Measuring Performance – Organisational and Individual
9. Strategic performance measurement techniques - evaluating and improving organisational performance
10. Reviewing Performance
11. Assignment Case study – group activity and feedback.
12. Assignment Proposal
13. Dealing with under-performance - HR and Line Managers.
14. Managing Reward –the link with performance
15. Job Evaluation, Pay structures, Reward Packages
16. Rewarding Special Groups / Incentives
17. Contingent Pay – Motivation and Performance
18. Managing and integrating Performance and Reward.
19. Evaluation: HR Management – future role in both Performance and Reward Management.
20. The future of the HR Management in relation to employee and organisational performance

Consolidation and Assignment Progress

SBMA7107 HRM – Managing Performance

Recommended Reading and Resources

Essential

Baron A and Armstrong M (2007) *Human Capital Management* Kogan Page
Armstrong M. (2012) *Armstrong's Handbook of Human Resource Management Practice* 12th Ed. Kogan Page.

Recommended

Lasserre P (2012) *Global Strategic Management* Palgrave.
Pettinger R (2010) *Organisational Behaviour – Performance Management in Practice* Routledge.
Scullion H and Collings D G - Editors (2011) *Global Talent Management* Routledge

Background

Argyris, C. (1999) *On Organisational Learning*, London: Wiley Blackwell.
Armstrong, M. (2006) *Strategies for Human Resource Management: A Total Business Approach*, London: Kogan Page.
Beardwell, I. and Gold, J.,(2009) *Human Resource Development*, Basingstoke: Palgrave Macmillan.
Beardwell, I. and Holden, L. (2007) *Human Resource Management: A Contemporary Approach*, Harlow: FT Prentice Hall.
Bratton J and Gold J (2012) *Human Resource Management Theory and Practice* 5th Ed Palgrave.
Brown, A. (1998) *Organisational Culture*, Harlow: FT Prentice Hall,
Brown, D. (2001) *Reward Strategies*. CIPD
Burnes, B. (2004) *Managing Change*, Harlow: FT Prentice Hall,
Chivers, W. and Darling, P. (1999) *360 Degree Feedback and Organisational Culture* CIPD
Crosby, P. (1995) *Quality without Tears – The Art of Hassle Free Management*
Eckerson, W. (2005) *Performance Dashboards: Measuring, Monitoring, and Managing Your Business* John Wiley & Sons Inc
Fletcher, C. (1997) *Appraisal: Routes to Improved performance*. IPD
Fletcher C (2007) *Appraisal, Feedback and Development* 4th Ed Routledge.
Harrington, H. J. et al (1997) *Business Process Improvement Workbook: Documentation, Analysis, Design and Management of Business Process Improvement* McGraw-Hill Publishing Co.
Holbeche, L. *Aligning Human Resources and Business Strategy*, London: Butterworth Heinemann, 2001.
Harris, L., Watson, T. and Leopold, J. (2004) *The Strategy of Managing Human Resources*, FT Prentice Hall,
Maxey, J. et al. (2004) *The Lean Six Sigma Pocket Toolbook*. McGraw-Hill
Muselid, M., Becker, B. and Ulrich, D. (2001) *The HR Score Card: Linking People Strategy and Performance*. Boston: Harvard Business School Press.
Niven, P. R. (2003) *Balanced Scorecard Step-by-step for Government and Nonprofit Agencies* John Wiley & Sons Inc
Oakland, J. S. (2004) *TQM: Text with Cases* Leslie J. Porter Butterworth-Publishing Co.

- Redman, T. (2001) *Performance Appraisal* CHRM Financial Times.
- Scullion H and Collings D G (2011) *Global Talent Management* Routledge.
- Taylor S (2011) *Contemporary Issues in HRM* CIPD Online Resources.
- Torrington, H., Hall, L. and Taylor, S. (2009) *Fundamentals of Human Resource Management*, Prentice Hall.
- Taylor, S. (2002) *People Resourcing*, Chartered Institute of Personnel Development.
- Travers, M. (2007) *The New Bureaucracy*, The Policy Press, Bristol
- Tricker, Ray (2005) *ISO 9001: 2000 for Small Businesses*. Butterworth-Heinemann
- White G. and Druker J (2009) *Reward Management* 2nd Ed. Routledge
- .Whitmore, J. (2002) *Coaching For Performance: Growing People, Performance and Purpose*, London: Nicholas Brealey Publishing Ltd.
- Wight, O. (2005) *The Oliver Wight Class A Checklist for Business Excellence* 6th Ed. Wiley.

Journals and Web sites will also be recommended.

SBMA7107 HRM – Managing Performance

ASSESSMENT

Assessment Component

Coursework 100% - written essay or report

Total word count – 4000 words or equivalent

Assignment

Discuss and critically evaluate the contribution Human Resource Managers can make to managing employee performance through each of the following:

- **Employee appraisal**
- **Employee reward**
- **Quality Assurance**

(You should set your assignment in the context of a known organisation which can be your workplace or another but must be agreed with your Lecturer / Supervisor of Studies).

Assessment Criteria:	% of marks
Evidence of background reading, research, and use and application of academic theories, models etc.	20
Depth and scope of discussion and critical analysis in relation to context and chosen organisation	30
Critical Explanation and Evaluation of the Performance Management and the HR role	30
Validity of conclusions and recommendations	10
Sound presentation in required essay format	10

SBMA7107 HRM – Managing Performance ASSESSMENT CRITERIA

Module Aims

To develop a critical and analytical understanding of the importance and nature of Performance Management.

To develop a critical and analytical understanding of the Human Resource Managers' role in developing, supporting and implementing the interconnected policies and practices designed to ensure continuous employee and organisation performance.

Learning Outcomes

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

1. Identify and critically analyse the Human Resource Management role and contribution to managing and improving employee and organisational performance.
2. Critically appreciate the practices available to support, improve and achieve competitive advantage and high performance.

Assignment 1 Assessment Criteria

Assessment Criteria	Learning Outcome(s)	% of Marks
Assignment	1 and 2	100%

Assignment Marking Guide

Guidance on grading criteria (how to earn a good mark)

- Evidence of sound background reading and research
 - Clear evidence of understanding HRM and concepts used.
 - Application to the set question
 - Scholarship – use of approved referencing.
 - Clear and logical structure /conclusions.
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