

Intermediate CIPD: Understanding the Link between Individual and Organisational Performance

Programme: CIPD Diploma in Applied HR			Level of Study: 5	
Module: Understanding the Link between Individual and Organisational Performance				
Lecturer: Julie Thomas			Assignment due date: 20.9.21 (NEW DATE)	
Contact details:			01792 481000, ext: 3031	Email: julie.thomas@uwtsd.ac.uk
Session	Date	Session content related to module standards: AC = Assessment Criteria LO=Learning Outcome	GUIDED LEARNING – CLASS CENTRED (3.5 hours) Topics covered in class to aid learning	GUIDED LEARNING – HOME/WORK CENTRED (9.5 hours on-line, 7 hours on the job) Mandatory reading/tasks to aid learning. <i>NB: You will also need to undertake your own self-directed learning in order to build on your knowledge and complete your assessments (20 hours). Some recommended reading is listed below.</i>
1	9 th June	LO1: Understand the concept of high-performance working (HPW) and how it can benefit individuals and the organisation. LO2: Understand the contribution of the performance management process to high levels of performance. LO3: Understand the role of line managers in performance management processes.	Definition of HPW Components of HPW Theory, research and evidence relating to links between HPW and performance Performance Management Cycle Appraisals HR's role, line manager's role.	Read chapter 9 – Taylor and Woodhams (2016) – details below. Read the CIPD Factsheet: https://www.cipd.co.uk/knowledge/fundamentals/people/performance/factsheet Read the CIPD Factsheet on Strategic Reward and Total Reward https://www.cipd.co.uk/knowledge/strategy/reward/strategic-total-factsheet There are also other relevant fact-sheets, for example the one on performance reviews that you may choose to read. Listen to the following podcast: https://www.cipd.co.uk/podcasts/performance-management Read the following short blog and reflect on the implications for your organisation: https://scienceforwork.com/blog/alan-colquitt-performance-management/?a1=4 Read the following extract from the Deloitte Global Human Capital Trends Report, 2017: https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/redesigning-performance-management.html

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				(the later reports are also worth reading) Watch the Daniel Pink Video on Moodle (what motivates employees). On the job training (7 hours): 1. Discuss your organisation's current approach to performance management with your manager and whether or not changes are required as a result of remote working or other implications of the pandemic. Submit a brief record of your discussion to Turnitin by 20th September 2021 (total word count: 500 words approximately). Use academic references to support your points. <i>Please note that this can also be used as evidence for learning outcome 3 of the 'Contributing to Improving Organisational Performance' module.</i> 2. Create an Infographic for line managers to support your presentation (for your assignment). Your infographic should capture the main learning points for managers and should include theory such as the performance management cycle and how to effectively manage performance. There are templates on Moodle you can use. The infographic should be submitted via Turnitin by 20th September 2021. 3. Discuss your development needs with your line manager as a result of the above activities, using the CIPD Profession Map as a basis for your discussion. Consider whether or not your skills in this area require improvement (for example delivering training on the topic/coaching line managers). Record your discussion (300 words approximately).
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Mandatory Reading

Taylor, S., & Woodhams, C. (2016). *Human Resource Management: People and Organisations* (2nd edn). London:CIPD.

Specifically **chapter 9** – Improving Organisational Performance.

CIPD Factsheet on Introduction to Performance Management.

Recommended Reading – see Moodle page.

Other Sources of Information for Self-directed Learning:

www.cipd.co.uk – search for the topic area 'Performance'.

www.acas.org.uk – for guides, general guidance and other very useful information

Harvard Business Review – Find lots of interesting articles about contemporary issues in business

People Management – you will get a subscription to this with your CIPD membership

Personnel Today. Available at: <http://www.personneltoday.com/>

HR Magazine. Available at <http://www.hrmagazine.co.uk>

Science for Work website at <https://scienceforwork.com/>

UWTSD Library and Learning Resources. Available at: <http://www.uwtss.ac.uk/library/>