STUDENT AND ACADEMIC SERVICES

MODULE SPECIFICATION

Part 1: Information			
Module Title	Performance Management		
Module Code	UMPCXL-15-M	Level	Level 7
For implementation from	2020-21		
UWE Credit Rating	15	ECTS Credit Rating	7.5
Faculty	Faculty of Business & Law	Field	Human Resource Management
Department	FBL Dept of Business & Management		
Module type:	Standard		
Pre-requisites	None		
Excluded Combinations	None		
Co- requisites	None		
Module Entry requirements	None		

Part 2: Description

Educational Aims: See Learning Outcomes.

In addition the educational experience may explore, develop, and practise but not formally discretely assess the following:

Independent learning and skills associated with discussion and debate
Personal organisation and study skills

Outline Syllabus: The syllabus includes:

Key theoretical debates on the relationship between HR policies and practices and performance.
Theoretical and conceptual frameworks for strategic performance management and the importance of internal and external context.
The performance management process including induction, performance appraisal, feedback, and support.
Setting objectives, performance standards and performance measures.
The role of the line manager in performance management.
Integrating performance management with employee development and reward.
Managing under performance including absence management, capability and discipline procedures.
Approaches to competency management and an evaluation of its effectiveness.
Development of skills for performance review interviews, communication and approaches to measuring and

assessing performance.
Ethical issues associated with performance management.
Performance management in multicultural and international contexts.

Teaching and Learning Methods: Teaching and learning in this module consists of a combination of formal lecturing supported by a range of participative activities including case studies, videos, small group activities and the use of role play. Peer learning will be encouraged through activities designed to enable students to share and compare their experiences. Central to teaching and learning at this level is a high level of critical discussion and self reflection in contact sessions and assessed work.

Students will be encouraged to use Blackboard to access resources used during the classes. Private study will require students to use a wide range of reading material to deepen their understanding of performance management and help them prepare for the in course assessment. Students will be directed towards the study skills website at as appropriate.

Module delivery will be 3 hours of scheduled learning and teaching activities per week over a 12 week period.

Part 3: Assessment

Summative assessment consists of two components, both of which are designed to encourage students to evaluate the theoretical concepts encountered within the module and apply them to their workplace or a chosen context.

Component A. This comprises a group presentation based on analysis of a given case study. This is submitted as slides plus notes via Blackboard.

Component (B) is a written assignment (2,000 words) consisting of a critical analysis a performance management problem/s within an organisation context of their choice.

Formative assessment will be provided through tutor feedback on the presentation.

First Sit Components	Final Assessment	Element weighting	Description
Presentation - Component A		30 %	Group presentation: submission of slides plus notes via Blackboard (20 minutes equivalent).
Written Assignment - Component B	✓	70 %	Written assignment (2000 words)
Resit Components	Final Assessment	Element weighting	Description
Presentation - Component A		30 %	Individual presentation: submission of slides plus notes via Blackboard (20 minutes equivalent).
Written Assignment - Component B	✓	70 %	Written assignment (2000 words)

Part 4: Teaching and Learning Methods

Learning Outcomes	On successful completion of this module students will achieve the following learning outcomes:	
	Module Learning Outcomes	**Reference**
	Understand, explain and critically evaluate the contribution that effective performance management can make to the achievement of individual and organisational goals	MO1

	Critically review the performance management process including induction, performance reviews/appraisals, feedback, counselling and support	MO2
	Explore and link the potential of certain people management practices such as teamwork, reward and recognition and development for improving performance	MO3
	Explain and critically evaluate the role of competency management in performance management	MO4
	Understand and critically evaluate the skills that managers need to carry out performance management activities	MO5
	Evaluate and contribute to the management of under performers	MO6
	Ensure that performance management processes offer equal opportunity, manage diversity and prevent discrimination	MO7

Contact Hours	**Independent Study Hours:**	
	Independent study/self-guided study	114
	Total Independent Study Hours:	114
	Scheduled Learning and Teaching Hours:	
	Face-to-face learning	36
	Total Scheduled Learning and Teaching Hours:	36
	Hours to be allocated	150
	Allocated Hours	150
Reading List	*The reading list for this module can be accessed via the following link:* https://uwe.rl.talis.com/modules/umpcxl-15-m.html	

Part 5: Contributes Towards

This module contributes towards the following programmes of study:

Human Resource Management (International) [Sep][FT][Frenchay][1yr] MSc 2020-21