



Module Specification

Performance Management

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Contents

Module Specification	1
Part 1: Information	2
Part 2: Description	2
Part 3: Teaching and learning methods	3
Part 4: Assessment.....	5
Part 5: Contributes towards	6

Part 1: Information

Module title: Performance Management

Module code: UMPCXL-15-M

Level: Level 7

For implementation from: 2023-24

UWE credit rating: 15

ECTS credit rating: 7.5

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Delivery locations: Frenchay Campus

Field: Human Resource Management

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: Not applicable

Features: Not applicable

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.

Part 3: Teaching and learning methods

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.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

MO1 Understand, explain and critically evaluate the contribution that effective performance management can make to the achievement of individual and organisational goals

MO2 Critically review the performance management process including induction, performance reviews/appraisals, feedback, counselling and support

MO3 Explore and link the potential of certain people management practices such as teamwork, reward and recognition and development for improving performance

MO4 Explain and critically evaluate the role of competency management in performance management

MO5 Understand and critically evaluate the skills that managers need to carry out performance management activities

MO6 Evaluate and contribute to the management of under performers

MO7 Ensure that performance management processes offer equal opportunity, manage diversity and prevent discriminatio

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 114 hours

Face-to-face learning = 36 hours

Total = 150

Reading list: The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/modules/umpcxl-15-m.html) via the following link <https://uwe.rl.talis.com/modules/umpcxl-15-m.html>

Part 4: Assessment

Assessment strategy: Summative assessment consists of two tasks, 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.

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

Task 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.

Assessment components:

Written Assignment (First Sit)

Description: Written assignment (2000 words)

Weighting: 70 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO3, MO4, MO5, MO6, MO7

Presentation (First Sit)

Description: Group presentation: submission of slides plus notes via Blackboard (20 minutes equivalent).

Weighting: 30 %

Final assessment: No

Group work: Yes

Learning outcomes tested: MO1, MO2, MO3, MO7

Written Assignment (Resit)

Description: Written assignment (2000 words)

Weighting: 70 %

Final assessment: Yes

Group work: No

Learning outcomes tested:

Presentation (Resit)

Description: Presentation: submission of slides plus notes via Blackboard (20 minutes equivalent). Group of one permitted where necessary .

Weighting: 30 %

Final assessment: No

Group work: Yes

Learning outcomes tested:

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Human Resource Management [Sep][PT][Frenchay][3yrs] MA 2022-23