



Course Code MBA-742	Course Title Managing Performance	ECTS Credits 7.5
Department School of Business	Semester Fall, Spring, Summer	Prerequisites MBA-609
Type of Course Elective	Field Human Resources	Language of Instruction English
Level of Course 2 nd Cycle	Year of Study 2 nd	Lecturer(s) Dr Panayiotis Constanti
Mode of Delivery face-to-face	Work Placement N/A	Co-requisites None

Objectives of the Course:

The main objectives of the course are to:

- Focus on the use of strategic aspects of performance management.
- Discover how performance improvement is achieved throughout the organisation, for individual, team and organisational effectiveness.
- Evaluate how the continuous development of individuals and teams will enhance performance which can be achieved by ensuring that individuals are encouraged to behave in a way that allows and fosters better working relationships.

Learning Outcomes:

After completion of the course students should be able to:

1. **Identify and recognize** the barriers to the implementation of effective performance management strategies.
2. **Review** the performance management process and its relationship to strategic planning
3. **Define** performance; **choose** a measurement tool; **gather** data and **measure** results.
4. **Utilize** performance management as an employee development tool, both for the appraisee and the appraiser.
5. **Evaluate** learning and development activities
6. **Implement** effective performance and development reviews
7. **Utilize** coaching as a significant tool to manage performance.

Course Content:

1. **Performance management systems:** their strengths and weaknesses
2. **Coaching:** utilizing coaching to improve performance
3. **Setting objectives:** how to set measurable objectives
4. **Developing competencies:** what they are and how to develop them through performance management
5. **Measurement:** effective measurement to impact performance improvement
6. **Teams:** team performance and management for improvement
7. **Pay:** linking pay to performance
8. **360 degree feedback:** pitfalls and benefits of 360 degree feedback
9. **Problem-solving:** effective problem-solving to enhance individual and organizational performance.

Learning Activities and Teaching Methods:

Instructor presentations; video clips; case studies and discussions.

Assessment Methods:

Test; exam; assignment.

Required Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Armstrong, M & Baron, A	Managing Performance, 2nd ed.	CIPD	2004	1843981017

Recommended Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Houldsworth, E & Jirasinghe, D	Managing and Measuring Employee Performance.	Kogan Page	2006	9780749444778