

University of Nicosia, Cyprus

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| Course Code HRM-310 | Course Title Managing/Improving Performance | Credits (ECTS) 6 |
| Department Management and MIS | Semester Fall, Spring | Prerequisites Junior |
| Type of Course Required | Field Management | Language of Instruction English |
| Level of Course 1 st Cycle | Year of Study 3/4 | Lecturer |
| Mode of Delivery Face-to-face | Work Placement N/A | Co-requisites N/A |

Objectives of the Course:

The main objectives of the course are to facilitate:

- collection and analysis of data for the purpose of resolving issues directly related to managing performance;
- development of intrapersonal and interpersonal skills;
- confidence when interacting with others in a number of organizational settings;
- communication, both orally and in writing;
- problem – solving;
- effective use resources in order to ‘learn how to learn.’

Learning Outcomes:

After completion of the course students should be able to:

1. **articulate** the organizational vision and mission and how performance is aligned to these;
2. **analyze** individual performance in order to make effective management decisions;
3. **evaluate** behaviour and the competencies that drive excellent performance;
4. **evaluate** individual performance in order to make reasoned interventions for improvement;
5. **develop** an effective performance management system;
6. **articulate** why performance appraisals fail;
7. **implement** effective performance appraisals.

Course Content:

- Organizational context – vision, mission, performance
- Individual performance – outputs and results
- Behavior and competencies
- Reviewing and supporting performance
- Rewarding performance
- Developing and implementing performance management
- Appraising to Motivate and Develop
- Performance Appraisal Systems

Learning and Teaching Methods:

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| Lectures, Case Studies Analysis and Discussion, Academic/Industry Journals Paper Discussions, In-Class Exercises, and Presentations. |
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Assessment Methods:

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| Class activities, Role-Play, Homework, Project, Mid-Term, and Final Exam. |
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Required Textbook/Reading:

| Authors | Title | Publisher | Year | ISBN |
|----------------|------------------------|------------------|-------------|-------------|
| Aguinis, H. | Performance Management | Prentice-Hall | 2005 | 013186615X |

Recommended Textbooks/Reading:

| Authors | Title | Publisher | Year | ISBN |
|----------------------------|----------------------|------------------|-------------|-------------|
| Armstrong, M. and Baron A. | Managing Performance | CIPD | 2004 | 1843981017 |