



# UNIVERSITY OF NICOSIA ΠΑΝΕΠΙΣΤΗΜΙΟ ΛΕΥΚΩΣΙΑΣ

University of Nicosia, Cyprus

<b>Course Code</b> MBA-742	<b>Course Title</b> Managing Performance	<b>ECTS Credits</b> 7.5
<b>Department</b> School of Business	<b>Semester</b> Fall, Spring, Summer	<b>Prerequisites</b> MBA-609
<b>Type of Course</b> Elective	<b>Field</b> Human Resources	<b>Language of Instruction</b> English
<b>Level of Course</b> 2 <sup>nd</sup> Cycle	<b>Year of Study</b> 2 <sup>nd</sup>	<b>Lecturer(s)</b> Dr Panayiotis Constanti
<b>Mode of Delivery</b> face-to-face	<b>Work Placement</b> N/A	<b>Co-requisites</b> 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:**

<ol style="list-style-type: none"> <li>1. <b>Performance management systems:</b> their strengths and weaknesses</li> <li>2. <b>Coaching:</b> utilizing coaching to improve performance</li> <li>3. <b>Setting objectives:</b> how to set measurable objectives</li> <li>4. <b>Developing competencies:</b> what they are and how to develop them through performance management</li> <li>5. <b>Measurement:</b> effective measurement to impact performance improvement</li> <li>6. <b>Teams:</b> team performance and management for improvement</li> <li>7. <b>Pay:</b> linking pay to performance</li> <li>8. <b>360 degree feedback:</b> pitfalls and benefits of 360 degree feedback</li> <li>9. <b>Problem-solving:</b> effective problem-solving to enhance individual and organizational performance.</li> </ol>
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**Learning Activities and Teaching Methods:**

Instructor presentations; video clips; case studies and discussions.
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**Assessment Methods:**

Test; exam; assignment.
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**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