



Course Syllabus

Course Code	Course Title	ECTS Credits
MBAN-742DE	Managing Performance	7.5
Prerequisites	Department	Semester
None	School of Business	Fall, Spring, Summer
Type of Course	Field	Language of Instruction
Elective	Human Resources	English
Level of Course	Lecturer	Year of Study
2 nd Cycle	Dr. Evangelos Tsoukatos	1 st or 2 nd
Mode of Delivery	Work Placement	Corequisites
Distance Learning	N/A	None

Course Objectives:

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 are expected to 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 and Reward Systems in Context
2. Performance Management Process
3. Performance Management and Strategic Planning
4. Defining Performance and Choosing a Measurement Approach - Measuring Results and Behaviors - Gathering Performance Information
5. Implementing a Performance Management System
6. Performance Management and Employee Development - Performance Management Skills
7. Reward Systems and Legal Issues
8. Managing Team Performance

Learning Activities and Teaching Methods:

Instructor presentations; video clips; case studies and discussions.

Assessment Methods:

Test; exam; assignment.

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Performance Management (3rd Edition)	Aguinis, H.	Pearson	2012	0132556383

Recommended Textbooks / Readings:

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