

Corporate Education Centre (CEC)
Heriot Watt Masters Programme - Edinburgh Business School
Course Management



A Great Place to Learn.

PROGRAMME: HERIOT WATT MASTERS
DURATION: 5:00 pm to 8:00 pm
DAY(S): Monday
MODE: Part-Time
MODULE: PERFORMANCE MANAGEMENT
LECTURER: Denise D. Chatoor M.B.A.
CAMPUS: Champs Fleurs

Contract Hours: 45
Actual Hours:

Lecture Number	Lecture Day & Date		Time	Hrs	Cum Hrs	Lecture Topic (s)	No./ Type of Session	Important Concepts/ Ideas to know	Expected Reading	Other Matters	Class Activity	Items Due For Next Class
1	Monday	12-Jan-2015	5:30-8:30pm	3.0	3.00	Introduction to Performance Management	1	Course outline and class schedule. Philosophy and Aims and Learning objectives. The Advantages and Disadvantages of PM systems. Purposes and Characteristics of an Ideal PM system	Chapter 1	Class Agreements	Case Study 1.1	Read Chapter 2
2	Monday	19-Jan-2015	5:30-8:30pm	3.0	6.00	Performance Management - Process and Description	1	Complete short questions on Chapter 1. The six phases of a Performance Management system and the necessary requirements in each phase	Chapter 2	Class discussions	Case Study 2.2 and 2.3	Read Chapter 3 and bring samples of your organisation's mission and vision statements
3	Monday	26-Jan-2015	5:30-8:30pm	3.0	9.00	Performance Management and Strategic Planning	1	Complete review questions on Chapter 2. Define Strategic Planning and understand the process model. How to make the linkage between Strategic Plan and PM - Mission and Vision Goals and Objectives. Benefits of the linkage	Chapter 3	Class discussions	Case Study 3.1 and analyse sample statements	Read Chapter 4
4	Monday	2-Feb-2015	5:30-8:30pm	3.0	12.00	Implementation Process for HR Managers and General Managers	1	Complete review questions on Chapter 3. Define and Selection of Measurement approaches. Results and Behaviour approaches Factors determining Performance. Types of behaviours related to performance	Chapter 4	Class Discussions	Case Studies 4.1 and 4.2	Read Chapter 5.
5	Monday	9-Feb-2015	5:30-8:30pm	3.0	15.00	Technical aspects of assessing Performance	1	Complete short questions on Chapter 4. The Technical aspects of assessing performance. Measuring results. Measuring Behaviour. Systems to evaluate competencies - Absolute and Comparative, Critical Incidents and Graphic Rating scales	Chapter 5	Class discussions	Case Study 5.1 and 5.2	Read Chapter 6. Bring samples of appraisal forms
6	Monday	23-Feb-2015	5:30-8:30pm	3.0	18.00	The Appraisal System - Advantages and disadvantages	1	Complete short questions on Chapter 5. Elements of the Appraisal form. Characteristics of Appraisal Forms. How to determine overall ratings. Six formal performance appraisal meetings. 360 degree feedback systems. Issues with Performance appraisals - errors, accurate and unbiased ratings. Recommendation to deal with errors and raters deficiencies	Chapter 6	Class Discussions	Review samples of appraisal forms. Case study 6.1	Chapter 7
7	Monday	2-Mar-2015	5:30-8:30pm	3.0	21.00	Steps in implementing a Performance Management System - Pilot Testing system	1	Complete short questions on Chapter 6. The four main areas of focus in the Implementation process. Communication Plan, Appeals Process, Training programmes and Pilot Testing. Ongoing monitoring and evaluations	Chapter 7	Class discussions	Group presentation on each of the four main areas	Chapter 8
8	Monday	9-Mar-2015	5:30-8:30pm	3.0	24.00	Employee Development Plans	1	Complete short questions on Chapter 7. How to use a Performance Management System to help employees develop their performance. The Objectives of the Plan. What the Plan includes. Developmental Activities. The employees' roles and the Supervisor's role in developing the plan. Benefits of 360 feedback system	Chapter 8	Class discussions	Questionnaire for students to determine their own developmental plan	Chapter 9
9	Monday	16-Mar-2015	5:30-8:30pm	3.0	27.00	Supervisors Roles and Skills and Techniques required	1	Complete short questions on Chapter 8. The various roles of Supervisors and Managers. The Skill of Coaching. Functions of effective coaching. Coaching styles. The Coaching Process. Aspects of good feedback. Performance review meetings	Chapter 9	Class discussions	Case Study	Chapter 10

10	Monday	23-Mar-2015	5:30-8:30pm	3.0	30.00	Pay Systems and linkage with Performance Management System	1	Complete short questions on Chapter 9. Distinguish between traditional and contingent pay systems. Be able to determine how each relates to Performance Management Systems. Why CP plans are so popular. PM and the Law	Chapter10	Class Discussions	Group presentation on each of these areas	Chapter 11
11	Monday	13-Apr-2015	5:30-8:30pm	3.0	33.00	Performance Management System for Teams	1	Complete short questions on Chapter 10. Types of Teams. Benefits of Team. Measuring Team Performance. Challenges of Team Performance Management. PM system for Teams	Chapter 11	Class discussions	Groups to analyse a Performance Management System for Individuals and for Teams	Review all chapters
12	Monday	20-Apr-2015	5:30-8:30pm	3.0	36.00	Review Session 1 - A strategic Model for Performance Management	1	Complete short questions for Chapter 11. An overview of the important aspects of each Chapter	All Chapters	Class Discussions	Case Study questions	Review all chapters
13	Monday	27-Apr-2015	5:30-8:30pm	3.0	39.00	Review Session 2	1	Past paper practice	All Chapters	Class discussions	Case Study questions	Review all chapters
14	Monday	4-May-2015	5:30-8:30pm	3.0	42.00	Review Session 3	1	Past paper practice	All Chapters	Class discussions	Past paper	Review all chapters
15	Monday	11-May-2015	5:30-8:30pm	3.0	45.00	Final Review Session	1	Examination Tips and time management techniques	All Chapters		Recent past papers	Prepare for exams

Lecturer Signature

Course Administrator Signature

Date Submitted

Date received

Last Notes: SBCS reserves the right to make changes to the information contained herein. Any changes effected to the information contained herein will be made known to all students concerned via class announcement. It is thus the responsibility of the student to attend all classes and to keep abreast of matters should they be absent from any class session. Students are advised and encouraged to contact their fellow classmates for updates where class sessions have been missed.
Date syllabus last modified: May 2013

Unit Manager Signature

Quality Assurance Manager Signature

Executive Director Signature

Date received

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