

Course Title	Performance Management				
Course Code	MGT 320				
Course Type	Elective				
Level	Undergraduate				
Year / Semester	Year 3/4				
Teacher's Name	CYNTHIA JABBOUR SFEIR				
ECTS	6	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	<p>This course examines the importance of an effective performance management system in helping organizations define and achieve short- and long-term goals. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance. In addition, the course emphasizes the importance of measuring the effectiveness of human resource activities that are designed to enhance individual and organizational performance.</p>				
Learning Outcomes	<p>On completion of this module, students will be able to:</p> <ul style="list-style-type: none"> • Systematically decide and communicate strategic performance aims, objectives, priorities and targets. • Plan effective performance management policies and practices to improve organizational and employee performance. • Devise and sustain arguments for using appropriate performance management techniques, rewards and sanctions to improve performance. • Demonstrate the communication skills required when managing achievement and underachievement. • Critically evaluate the effectiveness of performance management. 				
Prerequisites	ACF 101; ACF 102; ACF 201	Required	NONE		
Course Content	<p>1 Performance Management and Reward Systems in Context</p> <p>1/1 1.1 Definition of Performance Management (PM)</p> <p>1/2 1.2 The Performance Management Contribution</p> <p>1/4 1.3 Disadvantages/Dangers of Poorly Implemented PM Systems</p>				

	<p>1/7 1.4 Definition of Reward Systems</p> <p>1/9 1.5 Aims and Role of PM Systems</p> <p>1/13 1.6 Characteristics of an Ideal PM System</p> <p>1/15 1.7 Integration with Other Personnel and Development Activities 1/19 Learning Summary</p> <p>1/19 Review Questions</p> <p>1/21 Case Study</p> <p>1.1: Reality Check: Ideal versus Actual Performance Management System</p> <p>1/24 Case Study</p> <p>1.2: Performance Management at Network Solutions, Inc.</p> <p>1/27 Module</p> <p>2 Performance Management Process</p> <p>2/1 2.1 Prerequisites</p> <p>2/3 2.2 Performance Planning</p> <p>2/8 2.3 Performance Execution</p> <p>2/10 2.4 Performance Assessment</p> <p>2/12 2.5 Performance Review</p> <p>2/12 2.6 Performance Renewal and Re-contracting</p> <p>2/14 Learning Summary</p> <p>2/15 Review Questions</p> <p>2/16 Case Study</p> <p>2.1: Job Analysis Exercise</p> <p>2/19 Case Study</p> <p>2.2: Disrupted Links in the Performance Management Process at 'Omega, Inc.'</p> <p>2/19 Case Study</p> <p>2.3: Performance Management</p>
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Reading and resolving problems • Working on problem-solving • Attendance and participation in class • Monitor discussions • Writing and reply on objective type questions

	<ul style="list-style-type: none"> • Solving unstructured questions and case studies • Brief oral presentation before starting a new chapter and reply to queries from students • Homework for revision purposes • Interaction and collaborative learning • Simulation game 								
Bibliography	Aguinis, H. (2019). <i>Performance management</i> (4 th edition). Chicago, IL: Chicago Business Press.								
Assessment	<table> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td>Midterm Exam</td> <td>30%</td> </tr> <tr> <td>Quizzes</td> <td>20%</td> </tr> <tr> <td>Final Exam</td> <td>40%</td> </tr> </table>	Participation	10%	Midterm Exam	30%	Quizzes	20%	Final Exam	40%
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Language	English								