Description: Performance Management and People Development

<table>
<thead>
<tr>
<th>Subject</th>
<th>Cat-nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
<th>Units</th>
<th>Campus</th>
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<tr>
<td>MGT</td>
<td>8030</td>
<td>40247</td>
<td>1, 2005</td>
<td>WEB</td>
<td>1.00</td>
<td>Toowoomba</td>
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**Academic group:** FOBUS  
**Academic org:** FOB003  
**Student contribution band:** 2  
**ASCED code:** 080303

**STAFFING**
Examiner: Cec Pedersen  
Moderator: Don Smith

**SYNOPSIS**
Organisations are complex systems made up of people and other resources. In order to deliver products, services and other outcomes that satisfy the needs of society a tremendous amount of work has to be done in and through these organisations. Work and the work performance of the people employed to do the work therefore form the cornerstone of any employment relationship. The managers and leaders of organisations have to ensure that the full potential and talent locked up in the human resources employed by organisations are utilised and developed. It is only through this that organisations may be able to compete, survive and be successful in an increasingly volatile and uncertain business environment. This requires a professional approach to the management of work performance and to the continuous development of staff. Through a strategic approach to performance management and people development organisations not only develop the people, but the organisation as a whole. The underlying philosophy is therefore that through performance management and the concomitant development of human resources organisations are put in a better position to be able to compete, and be successful in a sustainable way. This course deals with issues that relate to how the strategic performance targets of organisations can be supported and achieved through managing the performance of staff and the continuous development of employees as individuals as well as groups. The main focus is on learning experiences and interventions that are intended to change and improve the behaviour and performance of the members of organisations in order to bring about improved organisational performance and personal growth.

**OBJECTIVES**
On completion of this course students will be able to:

1. understand and explain key concepts and relationships relating to performance management and people development;
2. understand and apply the theory and concepts of performance planning, management, monitoring, and review;
3. identify how and why HRD fits into both HRM and organisational functioning;
4. identify and apply appropriate theories and principles to coaching, mentoring and career development for enhanced performance;
5. identify and critically discuss strategic performance management and people development issues; and
6. understand the changing nature of work and its impact on individual’s performance and development within organisations.

**TOPICS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>1. Laying the foundations for performance management and people development</td>
<td>10.00</td>
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<tr>
<td>2. Planning performance</td>
<td>15.00</td>
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<tr>
<td>3. Monitoring, reviewing and managing performance</td>
<td>25.00</td>
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<tr>
<td>4. People development (HRD) essentials</td>
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<tr>
<td>5. Coaching, mentoring &amp; career development for enhanced performance</td>
<td>25.00</td>
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**TEXT and MATERIALS required to be PURCHASED or ACCESSED**

ALL textbooks and materials are available for purchase from USQ BOOKSHOP (unless otherwise stated). Orders may be placed via secure internet, free fax 1800642453, phone 07 46312742 (within Australia), or mail. Overseas students should fax +61 7 46311743, or phone +61 7 46312742. For costs, further details, and internet ordering, use the 'Textbook Search' facility at http://bookshop.usq.edu.au click 'Semester', then enter your 'Course Code' (no spaces).


Tovey, MD 2001, *Managing performance improvement*, Prentice Hall, Frenchs Forest, New South Wales.

**REFERENCE MATERIALS**

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.

Australian Human Resources Institute, , Asia Pacific Journal of Human Resources, (previously known as Asia/Pacific HRM)


**STUDENT WORKLOAD REQUIREMENTS**

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
</tr>
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<tbody>
<tr>
<td>Assignments</td>
<td>30.00</td>
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<tr>
<td>Directed Study</td>
<td>80.00</td>
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<tr>
<td>Online Discussion Groups</td>
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<tr>
<td>Private Study</td>
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<td>Telephone Tutorials</td>
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**ASSESSMENT DETAILS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks out of</th>
<th>Wtg(%)</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASSIGNMENT</td>
<td>50.00</td>
<td>50.00</td>
<td>03 May 2005</td>
</tr>
<tr>
<td>3 HOUR EXAMINATION</td>
<td>50.00</td>
<td>50.00</td>
<td>END S1</td>
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**NOTES**

1. The examination is scheduled to be held in the end-of-semester examination period. Students will be advised of the official examination date after the timetable has been finalised.

**IMPORTANT ASSESSMENT INFORMATION**

1. Attendance requirements:
There are no attendance requirements for this course. However, it is the students' responsibility to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration.

2 Requirements for students to complete each assessment item satisfactorily:
To complete the assignment satisfactorily, students must obtain at least 50% of the marks available for the assignment. To complete the examination satisfactorily, students must obtain at least 50% of the marks available for the examination.

3 Penalties for late submission of required work:
If students submit assignments after the due date without prior approval then a penalty of 20% of the total marks available for the assignment will apply for each working day late.

4 Requirements for student to be awarded a passing grade in the course:
To be assured of receiving a passing grade a student must attempt all of the summative assessment items, achieve at least 50% in the assignment, at least 50% in the examination, and at least 50% of the available weighted marks for the summative assessment items.

5 Method used to combine assessment results to attain final grade:
The final grades for students will be assigned on the basis of the weighted aggregate of the marks (or grades) obtained for each of the summative assessment items in the course.

6 Examination information:
This is a closed examination. Candidates are allowed to bring only writing and drawing instruments into the examination. Students are not permitted to take mobile telephones, pagers or other electronic means of communication into the examination room.

7 Examination period when Deferred/Supplementary examinations will be held:
Any Deferred or Supplementary examinations for this course will be held during the next examination period.

8 University Regulations:
Students should read USQ Regulations 5.1 Definitions, 5.6. Assessment, and 5.10 Academic Misconduct for further information and to avoid actions which might contravene University Regulations. These regulations can be found at the URL http://www.usq.edu.au/corporateservices/calendar/part5.htm. Students should also read the Faculty of Business Guide to Policies and Procedures of the Faculty which can be found at the URL http://www.usq.edu.au/handbook/current/buspolproc.html.

ASSESSMENT NOTES

1 Assignments: (i) The due date for an assignment is the date by which a student must despatch the assignment to the USQ. The onus is on the student to provide proof of the despatch date, if requested by the Examiner. (ii) Students must retain a copy of each item submitted for assessment. This must be produced within 24 hours if required by the Examiner. (iii) The Examiner may grant an extension of the due date of an assignment in extenuating circumstances. Students may apply for an extension before the due date or include an application with the submitted assignment after the due date. Such applications should be in writing and include supporting documentary evidence. The authority for granting extensions rests with the relevant Examiner. (iv) In the event that a due date for an assignment falls on a local public holiday in their area, such as a Show holiday, the due date for the assignment will be the next day. Students are to note on the assignment cover the date of the public holiday for the Examiner's convenience.
2 Course Weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to questions testing those topics in an examination paper.