

NO.	TITLE		
1.	Subject	<b>Performance Appraisal</b>	
2.	Subject Code	DHRM 403	
3.	Status	Major	
4.	Credit Hours	3	
5.	Semester	Semester 4, Year 2	
6.	Objectives	To develop the ability to analyse and evaluate the performance of the people in the workplace.	
7.	Learning Outcome	Upon successful completion of this module, students will be able to: <ul style="list-style-type: none"> <li>- apply the methods of performance appraisals system;</li> <li>- have in-depth understanding of appraisal.</li> </ul>	
8.	Synopsis	This unit will introduce the students to the methods of appraising performance and the process of it in an organisation. It also provides in-depth understanding of conducting effective appraisal as well as evaluating the need of it.	
9.	Syllabus and Contact Hours	Syllabus	Contact Hours
		<b>1. Understanding Performance</b> <ul style="list-style-type: none"> <li>- Definition</li> <li>- Determinants of performance</li> <li>Environmental factors as performance obstacles</li> <li>- Selection of performance appraisal methods.</li> </ul>	5
		<b>2. The Appraisal Process</b> <ul style="list-style-type: none"> <li>- The supervisor's role</li> <li>- Steps in appraising performance</li> <li>- How to clarify your expectations</li> </ul>	5
		<b>3. Performance Appraisal Methods (1)</b> <ul style="list-style-type: none"> <li>- Graphic rating scale method</li> <li>- Alternation ranking method</li> <li>- Paired comparison method</li> <li>- Forced distribution method</li> </ul>	6
		<b>4. Performance Appraisal Methods (2)</b> <ul style="list-style-type: none"> <li>- Critical Incident Method</li> <li>- Narrative forms</li> <li>- Behaviorally anchored rating scales</li> <li>- Management by Objectives (MBO)</li> <li>- Computerized and web-based performance appraisal</li> <li>- Mixing the methods</li> </ul>	8
		<b>5. Appraising Performance: Problems and Solutions</b> <ul style="list-style-type: none"> <li>- Dealing with rating scale appraisal problems</li> </ul>	7

		<ul style="list-style-type: none"> <li>- How to avoid appraisal problems</li> <li>- Legal and ethical issues in performance appraisal</li> <li>- Who should do the appraising?</li> </ul>	
		<p><b>6. The Appraisal Interview</b></p> <ul style="list-style-type: none"> <li>- Types of interviews</li> <li>- How to conduct the appraisal interview</li> <li>- Current practice</li> </ul>	6
		<p><b>7. The Role of Appraisal in Managing Performance</b></p> <ul style="list-style-type: none"> <li>- Do appraisals really help to improve performance?</li> <li>- The performance management approach</li> </ul>	5
		<b>TOTAL</b>	<b>42</b>
10.	Main Reference	Dessler, G. (2005). <i>Human Resource Management</i> (10 <sup>th</sup> ed.). New Jersey: Prentice Hall.	
11.	Additional Reference	Lloyd, L. B., & Rue, L. W. (2005). <i>Human Resource Management</i> (8 <sup>th</sup> ed.). McGraw Hill/ Irwin Publisher.  Coens, T., & Jenkins, M. (2002). <i>Abolishing Performance Appraisals: Why They Backfire and What to Do Instead</i> (2 <sup>nd</sup> ed.). San Francisco: Berrett-Koehler Publishers.	