



Module Definition Form (MDF)

Module code: MOD008002	Version: 2 Date Amended: 06/Jan/2025
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1. Module Title
Performance Management

2a. Module Leader
Valery Emeson

2b. School
Faculty of Business Innovation and Entrepreneurship at ARU Peterborough

2c. Faculty
ARU Peterborough

3a. Level
5

3b. Module Type
Standard (fine graded)

4a. Credits
30

4b. Study Hours
300

5. Restrictions			
Type	Module Code	Module Name	Condition
Pre-requisites:	None		
Co-requisites:	None		
Exclusions:	None		
Courses to which this module is restricted:			

LEARNING, TEACHING AND ASSESSMENT INFORMATION

6a. Module Description

The module introduces you to the context, theory and practice of human resource management (HRM), with focus on how HRM can contribute to improving organisational performance.

You'll learn the HRM activities (e.g. HR planning, recruitment & selection, performance management etc.) used in contemporary organisations and how you can improve and sustain organisational performance from a HRM perspective. Your knowledge and understanding of work, HRM and organisational development will be expanded, within a diverse organisational and wider social and economic context, combining strong academic foundations with practical insights to future careers involving the management of people.

6b. Outline Content

Theories and Frameworks of Performance Management

Goal setting and Motivation Theories

Measuring Performance and Setting Standards

Appraisal Systems and Effectiveness - Evaluates traditional (e.g. rating scales) vs. contemporary (e.g. 360-degree feedback) approaches, drawing on behavioural and cognitive theories of evaluation.

Feedback, Coaching, and Development

Managing Underperformance and Capability

Remote and Hybrid Team Performance - Applies performance theory to virtual environments, including trust, autonomy, and outcome-based evaluation models.

Employee Voice and Participation

Equality, Diversity and Bias in Assessment

Technology in Performance Management

Ethical and Legal Issues in Evaluating Performance

6c. Key Texts/Literature

The reading list to support this module is available at: <https://readinglists.aru.ac.uk/>

6d. Specialist Learning Resources

None

7. Learning Outcomes (threshold standards)		
No.	Type	On successful completion of this module the student will be expected to be able to:
1	Knowledge and Understanding	Compare the purpose and delivery of key objectives of HRM in contemporary organisations, including their ethical implications;
2	Knowledge and Understanding	Analyse the concept of organisation performance, and the conceptual frameworks of high-performance working (HPW);
3	Intellectual, practical, affective and transferrable skills	Critically evaluate how HRM can potentially contribute to sustained organisational performance;
4	Intellectual, practical, affective and transferrable skills	Apply theories of HRM and organisational performance to demonstrate critical and independent thinking.

8a. Module Occurrence to which this MDF Refers				
Year	Occurrence	Period	Location	Mode of Delivery
2025/6	ZZF	Template For Face To Face Learning Delivery		Face to Face

8b. Learning Activities for the above Module Occurrence

Learning Activities	Hours	Learning Outcomes	Details of Duration, frequency and other comments
Lectures	22	1-4	2 x 1hr Tutor led workshops (face-to-face, with a SSR of 100:1) per 11 weeks
Other teacher managed learning	26	1-4	1 or 2x20 minute Screencasts per week over 12 weeks making minimum of 4 hours 2 x 1hr Student Workshops (face-to-face, with a SSR of about 25:1) per 11 weeks
Student managed learning	252	1-4	Online community learning (e.g. padlet) which will be moderated weekly or about 40 minutes per 12 weeks by module leader; Independent study and group project study comprising directed reading, activities and progress checks, formative and summative assessments and additional tasks as detailed in student module guide and CIPD Professional body requirement.
TOTAL:	300		

9. Assessment for the above Module Occurrence					
Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
010	Coursework	1-4	50 (%)	Fine Grade	30 (%)
Individual analysis of a current issue impacting upon organisational performance from an HR perspective (2,000 words max)					
Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
011	Practical	1-4	50 (%)	Fine Grade	30 (%)
A 20 minutes presentation and 10 minutes Q&A and to be held during week 10 and week 11's workshops. Students to work in small groups (max 6) to analyse a case study which they have selected from their individual work during the semester, showing the current state of organisational performance from a HR perspective. A set of informed recommendations to improve the organisation based on a critical analysis of the organisation is to follow. The group will be graded on their joint ability to meet the required learning outcomes (3,000 word equivalent)					
In order to pass this module, students are required to achieve an overall mark of 40% (for modules at levels 3, 4, 5 and 6) or 50% (for modules at level 7*).					
In addition, students are required to:					
(a) achieve the qualifying mark for each element of fine graded assessment as specified above					
(b) pass any pass/fail elements					
[* the pass mark of 50% applies for all module occurrences from the academic year 2024/25 – see Section 3a of this MDF to check the level of the module and Section 8a of this MDF to check the academic year]					