

Module HR5120P- Delivering Performance Excellence. Managing People Performance

Module Assignment

There is one individual assessment for this module. The assignment has two sections. Please use material from class, assigned readings and your own research for both sections and evidence from the case study for section B.

- A. You are required to write an analysis paper discussing the complexity of performance at work. Discuss the different types of performance and the factors that have the most influence on performance. Detail why you think these factors are more influential than other factors. (guide 1000-1500 words)
- B. You are required to read the Case Study - 'Rob Parson at Morgan Stanley (A)'. Please then answer the following questions:
 - 1. What is your assessment of Rob Parson's performance? Should he be promoted?
 - 2. Using the data in the case, please complete the Evaluation and Development Summary presented in Exhibit 3 of the case.
 - 3. If you were Paul Nasr, how would you plan to conduct the appraisal conversation? What would your goals be? What issues would you raise and why, and how would you raise them?
 - 4. If you were Rob Parson, how would you conduct yourself in the performance evaluation meeting? What are your goals?
 - 5. What are the advantages and disadvantages of a 360-feedback system? What factors also need to be considered to overcome any limitations identified.

The Link to the case study is below

<https://www.thecasecentre.org/programmeAdmin/courses?id=959844&pdid=43700&opid=639638>

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Dimension	0 - 4	5-6	8-10
Complexity of Performance at Work (1000-1500)	<p>The discussion is difficult to follow</p> <p>There is little or no reference to factors that may influence performance.</p> <p>Shows little engagement with course content.</p>	<p>The discussion provides a description of performance at work. It is reasonably clear.</p> <p>The factors that influence performance are not evident, or are inadequate. There is little discussion on the impact of factors</p> <p>Evidence of some engagement with course resources on performance.</p>	<p>The discussion provides a clear and concise description of performance. It includes a clear concise introduction, identifies key performance related factors and provides rationale as to the influence they have on performance.</p> <p>Evidence of strong engagement with course resources on performance.</p>
	0 – 4	5-10	11 - 15
Case Study Q1-4	<p>The rationale for responses is difficult to follow and lacking in evidence based support from case study.</p> <p>Shows scant engagement with course concepts.</p>	<p>The rationale shows sound engagement with course concepts and provides a logical reasoning for why the suggestions have been proposed</p> <p>Evidence of some engagement with case study and course resources on performance.</p>	<p>The rationale shows a very good engagement with course concepts and provides logical reasoning, supported by supplementary additional reading, for suggestions proposed. Evidence of strong engagement with case study and course resources on performance.</p>
	0 - 4	5-7	8-10
360 Feedback System (750 words)	<p>The rationale for responses is difficult to follow and lacking in evidence based support from research</p> <p>Shows scant engagement with course concepts.</p>	<p>The rationale shows sound engagement with course concepts and provides a logical reasoning for why the suggestions have been proposed</p> <p>It shows some evidence of engagement with the course resources on performance.</p>	<p>The rationale shows a very good engagement with course concepts and provides logical reasoning, supported by supplementary additional reading, for suggestions proposed. Evidence of strong engagement with case study and course resources on performance.</p>
	0-4	5-7	8-10
Course content / external academic references	<p>Little or no effort taken to properly and consistently reference materials> Materials not from peer reviewed journals</p>	<p>Most materials derived from Open Educational Resources, course content, and other materials are properly and consistently attributed. Materials are incorporated in a somewhat superficial way.</p>	<p>All materials derived from peer reviewed sources, course content, and other materials are properly and consistently attributed. Materials are incorporated in a meaningful way that deepens the quality of the content.</p>
	0-2	3-4	5
Presentation / organisation	<p>Poor organization and presentation of ideas.</p>	<p>Writing is generally well-focused; arguments or perspectives are defined and explained; reasonably coherent</p>	<p>Confident with excellent arguments or perspectives; reads coherently</p>

Scoring Rubric for the written assignment