Annexe A: New/Revised Course Content in OBTL+ Format

Course Overview

The sections shown on this interface are based on the templates UG OBTL+ or PG OBTL+

If you are revising/duplicating an existing course and do not see the pre-filled contents you expect in the subsequent sections e.g. Course Aims, Intended Learning Outcomes etc. please refer to Data Transformation Status for more information.

Expected Implementation in Academic Year	
Semester/Trimester/Others (specify approx. Start/End date)	
Course Author * Faculty proposing/revising the course	Adeline Tay
Course Author Email	alhtay@ntu.edu.sg
Course Title	HR TECHNOLOGY, METRICS & PERFORMANCE MANAGEMENT
Course Code	BH3602
Academic Units	0
Contact Hours	52
Research Experience Components	

Course Requisites (if applicable)

Pre-requisites	BH2601 Strategic HR Management and Consulting BH2602 Total Rewards Management
Co-requisites	
Pre-requisite to	
Mutually exclusive to	
Replacement course to	
Remarks (if any)	

Course Aims

The purpose of the course is to expose budding HR professionals to the role of technology in HR as well for them to understand how to motivate employees through effective performance management.

In this course, you will learn how the application of technology in human resource management can improve the delivery of HR activities that, in turn, enhances the experience of the employee through their organizational life cycle. You will also learn how the rapid access to data & generation of analytics helps management make better decisions. Lastly, this course will allow you to understand how to harness the talent of an organization's human capital through strategic performance management.

Course's Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, you (student) would be able to:

ILO 1	Explain the effects of application of technology in human resource management
ILO 2	Evaluate HR technology applications
ILO 3	Explain the use of common metrics and workforce analytics in organizations
ILO 4	Describe the theories, concepts and techniques related to performance management
ILO 5	Design an effective performance management process to execute business strategy
ILO 6	Develop critical thinking & problem-solving skills in the evaluation of HR technologies & effects of performance management on organizations
ILO 7	Develop competencies to collaborate effectively with team members to address organizational issues related to HR technologies and performance management
ILO 8	Develop effective communication strategies for presenting solutions to organizational decision-makers

Course Content

Performance management –Aims, Performance Definitions & Measure, Appraisal process, Implementation of PM, Coaching & Feedback HR Technologies –Purpose of HRIS, Technology in specific HR functions, Delivery of HRIS, Change Management & Implementation of HRIS HR Metrics –case studies of new HR technologies, skills required for HR Analytics professionals.

Reading and References (if applicable)

Aguinis, Herman, Performance Management,3rdEdition, Pearson Education Inc.Pearson New International Edition (2014) HF5549.5.D37H918Kavanagh, Michael J, Thite, Mohan, Johnson, Richard D (2015), HRIS –Basics, Applications, and Future Directions3rd Edition, SAGE Publications, Inc.

Planned Schedule

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
1	• Course Introduction - Course Overview & Assessments - Teaching Strategies & Expectations, Performance Management (I) • Performance Management (PM) and Performance Appraisal (PA) • PM – Aims, Role & Organizational Context • Integration of PM with other HR Activities • Characteristics of an ideal PM System	• Introduce the course, explain assessments and clarify expectations ILO4, ILO5 • Explain the concept of PM and distinguish it from PA • Describe why PM should be aligned to busi	Aguinis, Ch 1, 2, 3 Video Case Study Exercises		Aguinis, Ch 1, 2, 3 Video Case Study Exercises

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		ness strategy and the core values of an organization • Identify the role of PM in organisations and its linkage to other HR activities • Describe the dangers of a poorly implemented PM process			

2 Week or Session	Topics or Themes	ILO	Exercises Readings	Delivery Mode	Exercises Activities
	Performance Management (II) • Defining Performance • Measuring Performance - Results, Behavior & Trait Approach Performance Planning through Goal Setting	ILO4 , ILO5 • Describe the concept of performance • Identify key result areas, objectives and performance standards for a job • Identify competencies and behaviour indicators in the Behavior appr			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		oach • Distinguish between Comparative and Absolute measurement systems			
3	Performance Management (III) • The Appraisal Form - Components & Characteristics - Appraisal Period & Reviews • Overall Performance Rating • Who provides performance Information? • Performance Evaluation Challenges	ILO4, ILO5 • Develop an effective appraisal form • Develop numeric rating for overall performance • Describe the	Aquinis, Ch 6 Video Exercises		Aquinis, Ch 6 Video Exercises

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		pros and cons of the various sources of performance information • Identify the psychological mechanisms leading to rating errors and how to mitigate them			
4	Performance Management (IV) • Implementing a PM System • Performance Outcome and Rewards • PM and Employee	ILO4, ILO5 • Review the crucial	Aguinis, Ch 7,8 Video Case Study		Aguinis, Ch 7,8 Video Case Study

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
	Development • Reality Check - PM Challenges in Organizations • PM across Cultural Borders	steps to be taken before, during and after the launch of a PM system. • Recognize the challenges of maintaining a PM system in organizations • Discover how PM systems apply across difference cultures			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
5	Performance Management (V) • Performance Management Skills - Coaching - Giving Feedback • The Performance Review Discussion • Performance Improvement	ILO4, ILO5 • Identify the skills that managers need to manage the performance of their employees, including skills for coaching, giving feedback, overcoming evaluator affect and conducting	Aguinis, Ch 9 Pre-work Videos Exercises		Aguinis, Ch 9 Pre-work Videos Exercises

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		performance review discussions. • Practise how to conduct effective performance review discussions.			
6	HR Technologies (I): • HRM & IT • A Primer on HR Information System (HRIS)	ILO1, ILO2 • Explain the purpose and nature of an HRIS and the different functionalities.			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		• Determine how the information from an HRIS can assist in decision making in organizations • Discuss how the developments in HRIS have led to HRM becoming a strategic business partner			

7 Week or Session	Topics or Themes	ILO	KTJ, Ch 10, 14 Case Study Exercise	Readings	Delivery Mode	KTJ, Ch 10, 14 Case Study Exercise / Activities
	HR Technologies (II) • Recruitment & Technology • Recruitment Strategies & Social Networking • Selection & Technology • Performance Management online	ILO1, ILO2 • Discuss the potential advantages and disadvantages of online recruitment in the framework of recruiting objectives • Distinguish the relationship between e-recruitment and HRIS •				

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		Distinguish the relationship between selection and assessment with HRIS • Discuss the advantages of an online performance management system			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
8	HR Technologies (III): • Strategies for HR Technologies • System Acquisition • HR Outsourcing • Offshoring & HRIS • Shared Service Centers & HRIS	ILO1 • Examine the different structural approaches to the delivery of HR activities leveraging on technologies.	KTJ, Ch 5 Exercise		KTJ, Ch 5 Exercise
9	HR Technologies (IV): • Change Management & HRIS • Implementation, Integration & Maintenance	ILO1, ILO3 • Explain why system implementation can fail • Discuss the elements	KTJ, Ch 12 Case Study /Exercise		KTJ, Ch 12 Case Study /Exercise

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
		important to successful HRIS implementation system • Describe the management of change through the perspectives of change models			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
10	HR Metrics & Analytics	ILO1 ,ILO 3 • Application of HR analytics in organization. • Identify analytics skill sets required by HR professionals			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
11	HR Analytics	ILO1, ILO3 • Application of HR analytics in organization. • Identify analytics skill sets required by HR professionals			

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
12	Project Presentation	ILO8 • Communicate and deliver a presentation relating to the group project			
13	Project Presentation Course Wrap Up	ILO8 • Communicate and deliver a presentation relating to the group project			

Learning and Teaching Approach

Approach	How does this approach support you in achieving the learning outcomes?
* Lectures / Seminars	The interactive * lecture/seminar session will provide you with a grounding in theories, conceptual frameworks and techniques
In-Class activities	Some learning outcomes for this course are skills which are practical in nature and cannot be achieved by reading and writing. The achievement of such learning outcomes requires hands-on experience, in-class activities such as group exercises & case study discussions provide such opportunities.

Assessment Structure

Assessment Components (includes both continuous and summative assessment)

No.	Component	ILO	Related PLO or Accreditation	Weightage	Team/Individual	Rubrics	Level of Understanding
1	Continuous Assessment (CA): Class Participation(Participation)	8	Motivation of Self and Others	15	Individual		
2	Continuous Assessment (CA): Report/Case study(Individual report (Performance management))	4,5	Critical Thinking	20	Individual		
3	Continuous Assessment (CA): Report/Case study(Individual report (HR technologies))	1,2,6	Problem Solving & Decision Making	20	Individual		
4	Continuous Assessment (CA): Project(Group project (performance management & HR technologies report), Group project presentation, Mandatory peer evaluation)	2,5,6,7,8	Problem Solving & Decision Making, Communication, Teamwork & Interpersonal Skills	30	Team		
5	Continuous Assessment (CA): Test/Quiz(Quiz)	1,3,4	Knowledge Acquisition	15	Individual		

Description of Assessment Components (if applicable)

Individual Assignment (Performance Management)
You will critique an article relating to Performance Appraisal. You will be required to address the respective elements of critical thinking listed in the assessment rubric and using them as sub-heading in your written assignment.

Individual Assignment (HR Technologies)
You will identifyatechnology-based solution to help a company support employees' mental well-being (orsupport employee in a hybrid work-design) at the workplace. In your written report, you will explain how the technology (system or app) works, implementation feasibility and evaluate outcomes

Group Project (Performance Management & HR Technologies)
•Your project team will identify an actual company's Performance Management (PM) process. From your interview findings with the company, you will evaluate the strengths and weaknesses of the company's existing Performance Management (PM) process, propose solutions, implementation steps and discuss possible

challenges, substantiating with relevant approaches, principles and processes learned in the course and from your research. If the company is using technology in their Performance Management process, you would be required to evaluate it and if they are not, you will recommend how they can incorporate technology to meet company's needs.

•Your project team will present your group's findings and recommendations to revamp the organization's performance management process. There will be a Q&A session following the oral presentation

Formative Feedback

You will receive written rubric-wise feedback from me on the two individual reports as well as on the group project and presentation

NTU Graduate Attributes/Competency Mapping

This course intends to develop the following graduate attributes and competencies (maximum 5 most relevant)

Attributes/Competency	Level

Course Policy

Policy (Academic Integrity)

Policy (General)

(1) General
You are expected to complete all assigned pre-class readings and activities, attend all seminar classes punctually and take all scheduled assignments and tests by due dates. You are expected to take responsibility to follow up with course notes, assignments and course related announcements for seminar sessions they have missed. You are expected to participate in all seminar discussions and activities.

Policy (Absenteeism)

(2) Absenteeism
Absence from class without a valid reason will affect your overall course grade. Valid reasons include falling sick supported by a medical certificate and participation in NTU's approved activities supported by an excuse letter from the relevant bodies.
If you miss a lecture, you must inform the course instructor via email prior to the startof the class.

Policy (Others, if applicable)

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Last Updated By: Koh Yi Jing