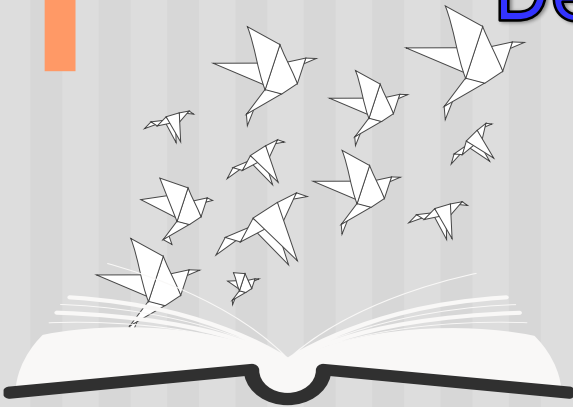


M.B.A. (Innovation in Human Capital and Entrepreneurship Management)

MHE5516

**Developing Human Capital
to be an Entrepreneur**



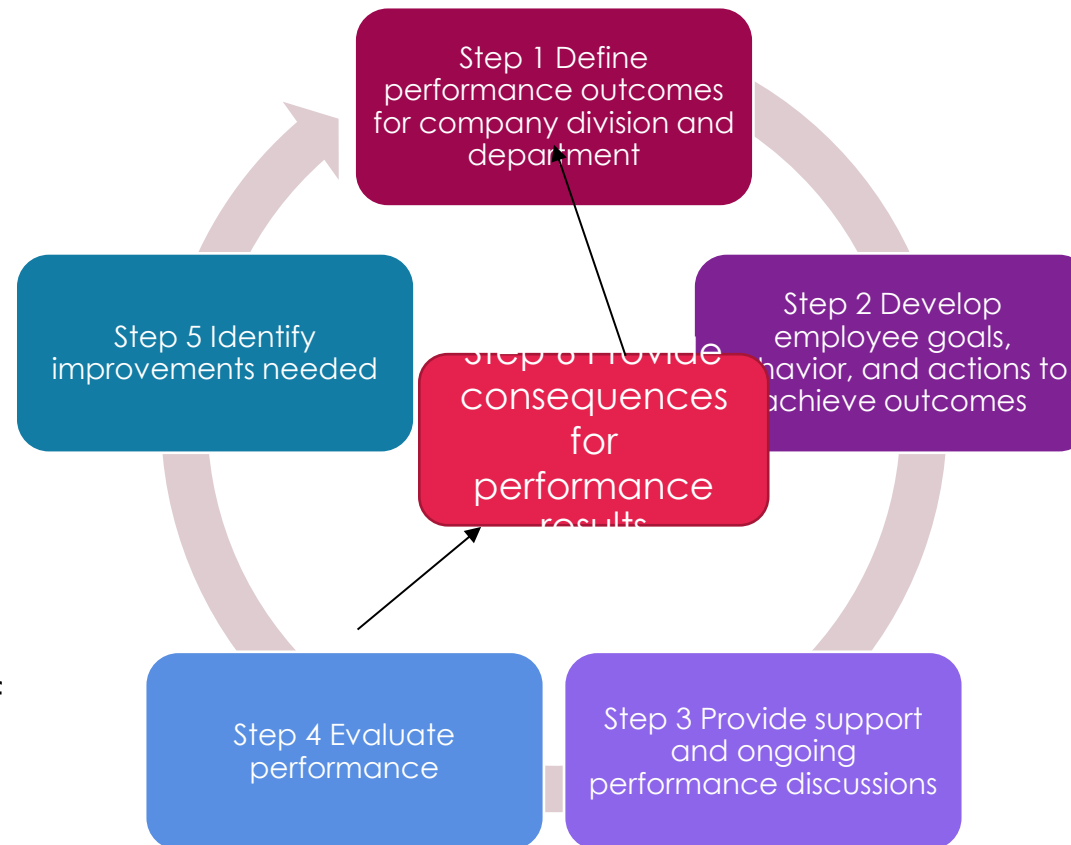
Asst.Prof.Dr.Cholpassorn Sitthiwarongchai,
Ph.D. (Management)



THE PERFORMANCE MANAGEMENT PROCESS

Continuous performance

An approach that encourages ongoing conversations between managers, their direct reports, and teams focused on work progress, providing feedback, accomplishment and necessary adjustment of goals, and development needs.





Performance management

The means through which manager ensure that employees' activities and outcomes are congruent with the organization's goals.

Performance appraisal

The process through which an organization gets information on how well an employee is doing his or her job.

Performance feedback

The process of providing employees information regarding their performance effectiveness.

PURPOSES OF PERFORMANCE MANAGEMENT

Purpose	Description
Strategic	Link employee behavior and expected results with organizational goals.
Administrative	Used in salary administration (pay raises), promotions, retention-termination, layoffs, recognition of employee performance.
Developmental	Identify employee strengths and weaknesses for managers to use in providing feedback and coaching and development and career planning.
Communication	Emphasize what employees are expected to do, how they are performing, and what they need to improve. Indicate important company values and principles.
Organization Maintenance	Show workforce performance, training, and development and talent acquisition needs.
Documentation	Record for administrative decisions and information for litigation and investigations.

PERFORMANCE MEASURES CRITERIA

Strategic congruence

The extent to which the performance management system elicits job performance that organization's strategy, goals, and culture.

Validity

The extent to which a performance measure assesses all the relevant-and only the relevant-aspects of job performance.

Reliability

The consistency of a performance measure; the degree to which a performance measure is free from random error.

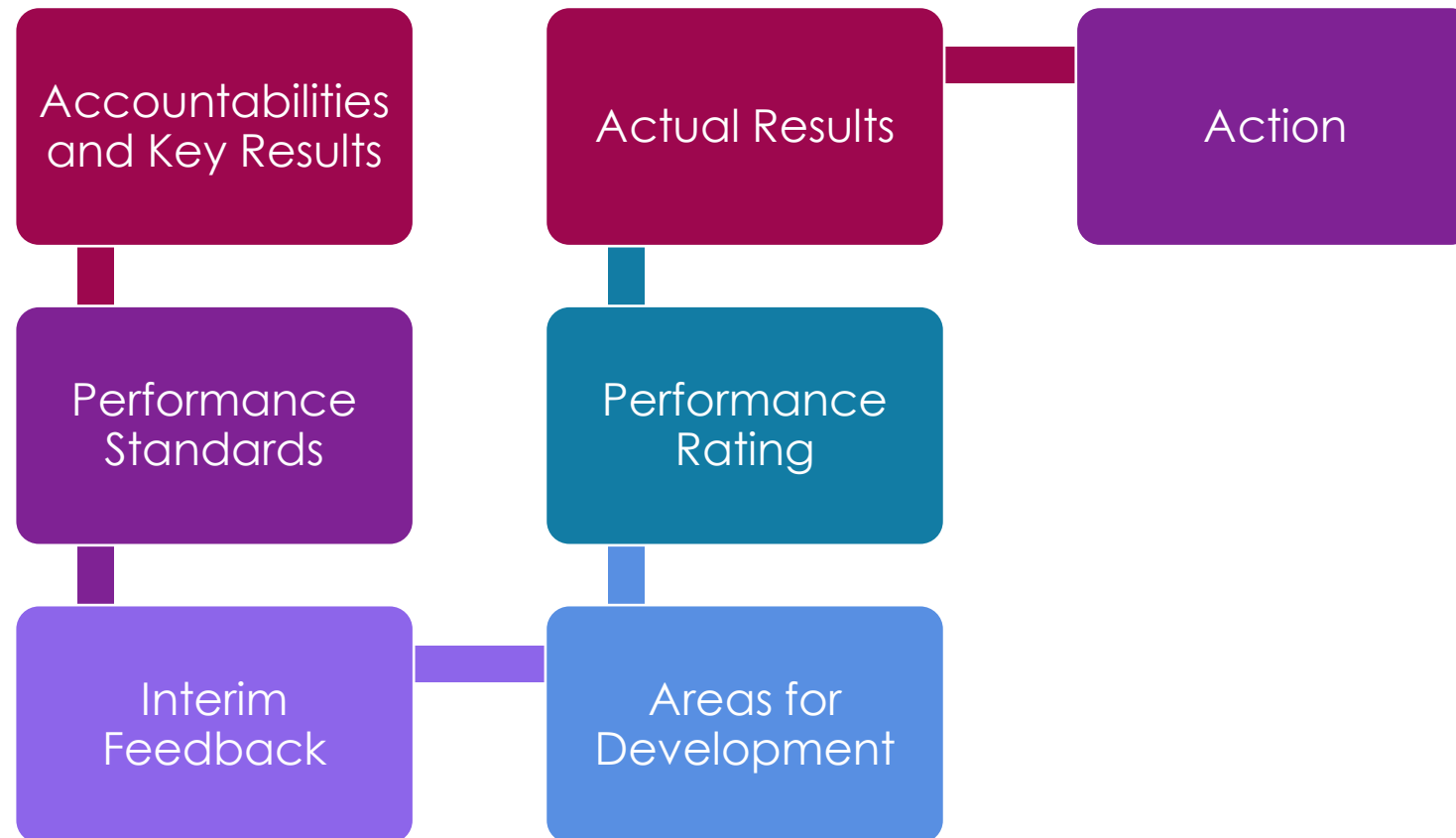
Acceptability

The extent to which a performance measure is deemed to be satisfactory or adequate by those who use it.

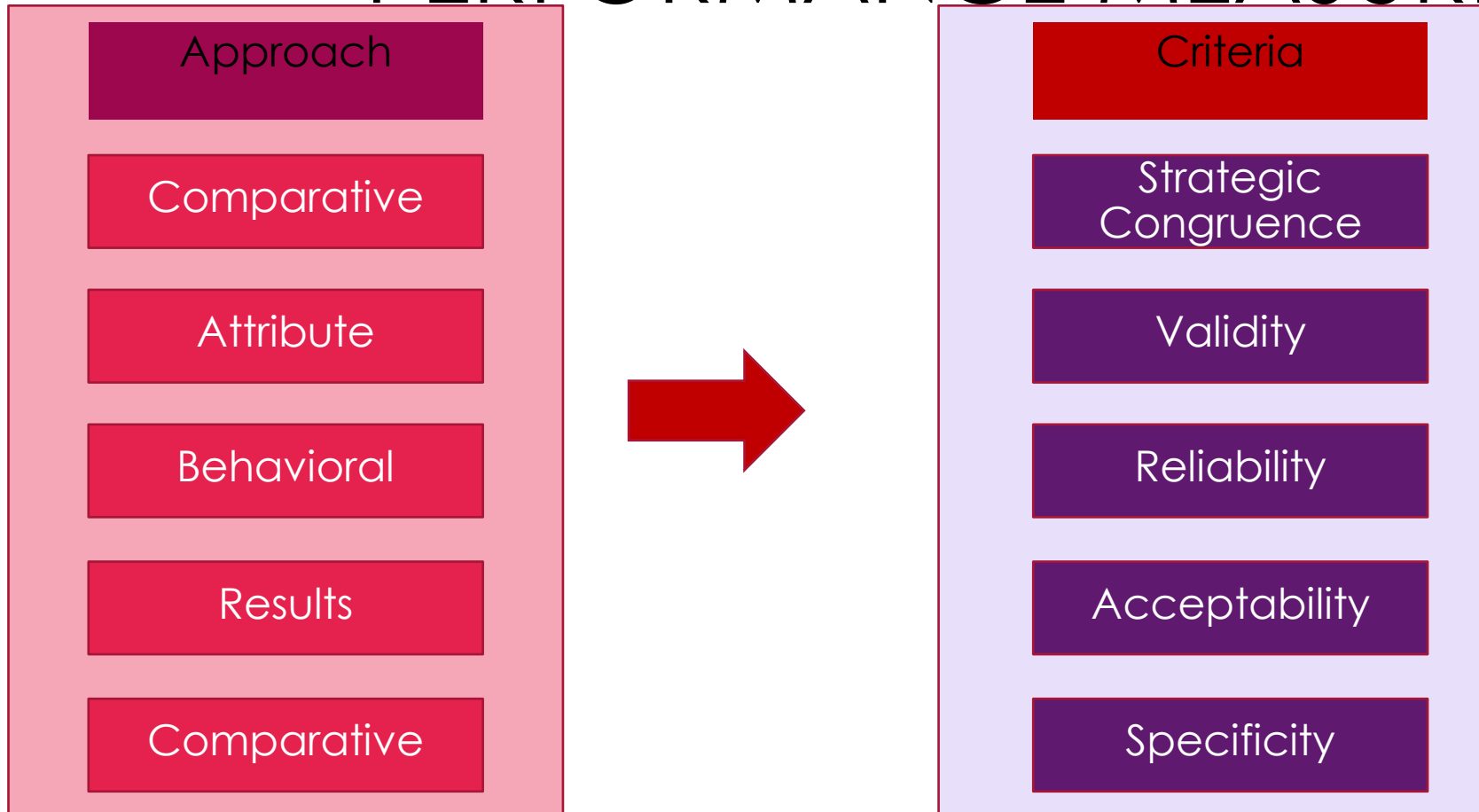
Specificity

The extent to which a performance measure gives detailed guidance to employees about what is expected of them and how they can meet these expectations.

PERFORMANCE MANAGEMENT SYSTEM THAT INCLUDES BEHAVIOR AND RESULTS



EVALUATION OF APPROACHES TO PERFORMANCE MEASUREMENT



KAIZEN

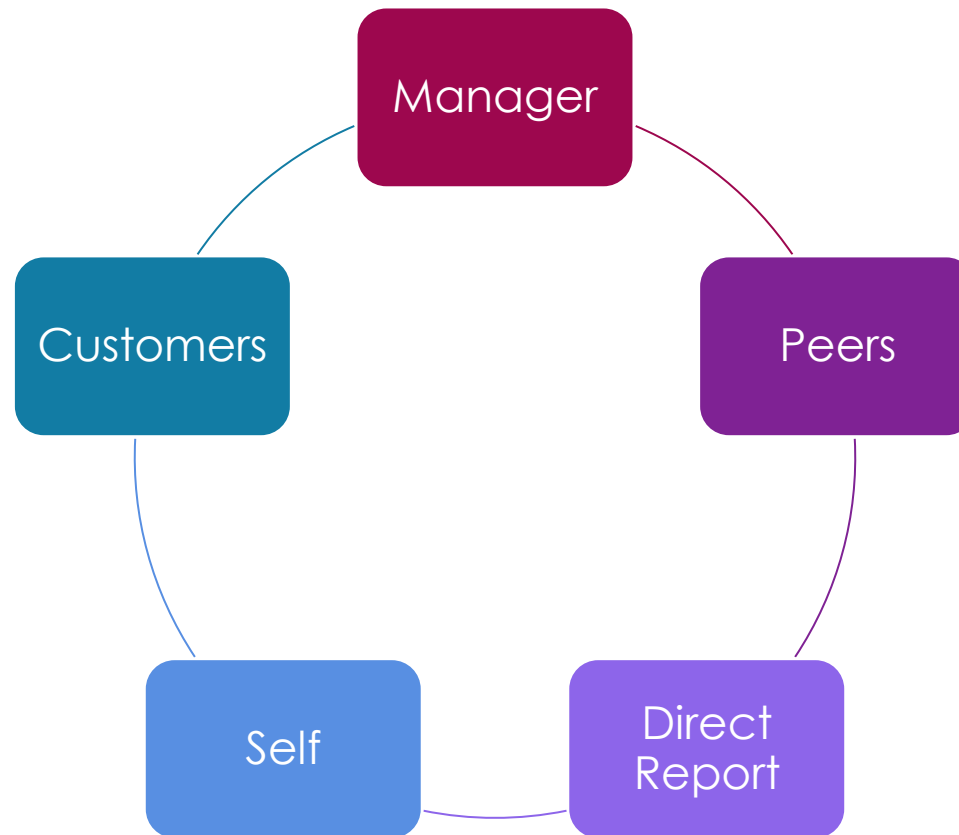
- Practices participated in by employees from all levels of the company that focus on continuous improvement of business processes.



CHOOSING A SOURCE FOR PERFORMANCE INFORMATION

360-degree appraisal

A performance appraisal process for managers that include evaluations from a wide range of persons who interact with the manager. The process includes self-evaluations as well as evaluations from the manager's boss, subordinates, peers, and customer



Upward feedback

A performance appraisal process for managers that includes subordinates' evaluation

USE OF TECHNOLOGY IN PERFORMANCE MANAGEMENT

- Social media and microblogs similar to Facebook, LinkedIn, and Yammer that allow employees to quickly exchange information, talk to each other, provide coaching, and receive feedback and recognition in the form of electronic badges.

