

human resource management by gary dessler 12th edition ppt chapter 10

Human Resource Management by Gary Dessler 12th Edition PPT Chapter 10 delves into the essential aspects of employee development and performance management within organizations. This chapter emphasizes the significance of performance appraisal systems, employee training, and career development strategies that contribute to the overall effectiveness of human resource management. In this article, we will explore the key concepts presented in this chapter, including the objectives of performance management, methods of employee appraisal, training programs, and the role of feedback in fostering employee growth.

Understanding Performance Management

Performance management is a continuous process that involves evaluating and enhancing employee performance to meet organizational goals. According to Dessler, the primary objectives of performance management include:

1. **Aligning Individual and Organizational Goals:** Ensuring that employee objectives support the broader strategic goals of the organization.
2. **Enhancing Employee Performance:** Identifying areas of improvement and providing necessary support to boost performance levels.
3. **Facilitating Employee Development:** Offering training and development opportunities to encourage skill enhancement.
4. **Providing Feedback:** Establishing a two-way communication channel that allows employees to understand their performance better and seek advice.
5. **Supporting Compensation Decisions:** Utilizing performance data to inform salary increases, promotions, and other compensation-related decisions.

Components of Performance Management Systems

Performance management systems typically consist of several key components:

- **Goal Setting:** Establishing clear and measurable objectives for employees.
- **Continuous Feedback:** Providing ongoing input about performance and progress.
- **Formal Appraisal:** Conducting periodic evaluations to assess employee performance and provide structured feedback.
- **Development Plans:** Identifying training and development needs based on appraisal outcomes.
- **Rewards and Recognition:** Linking performance results to reward systems to motivate employees.

Performance Appraisal Methods

In Chapter 10, Dessler discusses various methods of performance appraisal, each with its strengths and weaknesses. Here are some of the most common methods:

1. Traditional Appraisal Methods

- Graphic Rating Scale: A simple form where managers rate employees on various traits and performance indicators on a scale, often from 1 to 5.
- Checklist Method: Managers use a checklist of behaviors or traits to evaluate employee performance. This method can be straightforward but may lack depth.
- Forced Distribution: Employees are ranked against each other, often resulting in a predetermined distribution of performance ratings (e.g., top 20%, middle 70%, bottom 10%).

2. Modern Appraisal Methods

- 360-Degree Feedback: Involves gathering performance feedback from multiple sources, including peers, subordinates, and supervisors. This method provides a comprehensive view of an employee's performance.
- Management by Objectives (MBO): Employees and managers collaboratively set specific objectives, and employee performance is assessed based on the achievement of those objectives.
- Behaviorally Anchored Rating Scales (BARS): Combines qualitative and quantitative measures by providing specific examples of behaviors that correspond with various performance levels.

Training and Development Programs

Employee training and development are critical components of effective human resource management. Dessler emphasizes that organizations must invest in developing their workforce to remain competitive. Training programs can be categorized as follows:

1. On-the-Job Training (OJT)

OJT is a hands-on training method where employees learn by performing their job duties under the guidance of experienced colleagues. This approach has several advantages:

- Immediate application of skills.
- Learning in a real-world context.
- Real-time feedback from trainers.

2. Off-the-Job Training

Off-the-job training occurs outside the workplace, often in a classroom or workshop setting. Common off-the-job training methods include:

- Workshops and Seminars: Short-term events focusing on specific skills or

knowledge areas.

- E-Learning: Online courses that allow employees to learn at their own pace.
- Simulations: Practical exercises that replicate real job scenarios for immersive learning experiences.

3. Developmental Programs

These programs are designed to prepare employees for future roles and responsibilities. They may include:

- Mentoring: Pairing employees with experienced mentors to guide professional development.
- Leadership Training: Programs focused on developing leadership skills for future management roles.
- Job Rotation: Allowing employees to work in different roles or departments to gain a broader understanding of the organization and enhance their skills.

The Role of Feedback in Employee Development

Effective feedback is crucial for fostering employee growth and enhancing performance. Dessler identifies several important aspects of feedback:

1. Timeliness

Feedback should be provided as soon as possible after an observation or performance review, allowing employees to make immediate adjustments and improvements.

2. Specificity

General feedback can be vague and unhelpful. Specific feedback focuses on particular behaviors or outcomes, making it easier for employees to understand what they need to improve.

3. Constructive Nature

Feedback should be constructive, focusing on how employees can improve rather than solely highlighting shortcomings. This approach encourages a growth mindset and motivates employees to strive for better performance.

Conclusion

In Human Resource Management by Gary Dessler 12th Edition PPT Chapter 10, the emphasis on performance management, employee training, and development underscores the importance of a well-structured approach to human resource practices. Organizations that successfully implement effective performance

appraisal systems and invest in employee development initiatives are more likely to achieve their strategic objectives and maintain a competitive edge in the marketplace.

By aligning individual and organizational goals, utilizing diverse appraisal methods, offering comprehensive training programs, and fostering a culture of continuous feedback, organizations can create a work environment that promotes employee engagement and long-term success. As the workforce continues to evolve, the principles outlined in this chapter remain relevant in guiding human resource professionals toward effective management practices that benefit both employees and the organization as a whole.

Frequently Asked Questions

What are the key objectives of performance management outlined in Chapter 10 of Dessler's 12th edition?

The key objectives include aligning individual performance with organizational goals, improving employee performance, providing a basis for personnel decisions, and fostering employee development.

How does Dessler recommend setting performance standards in Chapter 10?

Dessler recommends that performance standards should be specific, measurable, achievable, relevant, and time-bound (SMART) to effectively guide employee performance.

What are the different types of performance appraisal methods discussed in Chapter 10?

Chapter 10 discusses several appraisal methods, including graphic rating scales, 360-degree feedback, self-assessments, and management by objectives (MBO).

What role does feedback play in performance management according to Dessler?

Feedback is essential for performance management as it helps employees understand their performance relative to standards, encourages improvement, and aids in employee development.

What challenges in performance management does Dessler highlight in this chapter?

Dessler highlights challenges such as bias in evaluations, the difficulty of setting objective standards, and ensuring fair and consistent appraisals across different employees.

How does Dessler suggest organizations can improve their performance appraisal systems?

He suggests regular training for evaluators, incorporating multiple appraisal methods, and continuously reviewing and updating performance criteria to enhance the appraisal system.

What is the significance of setting performance goals in the performance management process?

Setting performance goals is crucial as it provides clear expectations, motivates employees, and serves as a benchmark for measuring performance.

What are some common pitfalls in performance management mentioned in Chapter 10?

Common pitfalls include failing to provide adequate training for evaluators, not aligning goals with organizational objectives, and neglecting the importance of ongoing feedback.

How does Dessler address the issue of performance management in remote work settings?

Dessler discusses the need for clear communication, regular check-ins, and the use of technology to monitor and assess employee performance effectively in remote work environments.

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