

## Activity/Exercise

### ▪ Title, Abstract & Keywords

Title: Using a Panel Discussion to improve students' learning about Performance Management and Appraisal in Human Resource Management.

Abstract: The Human Resource (HR) Management topic of Performance Management & Appraisal has a large breadth of material and learning options. Using a 'local experts' panel discussion, students improve their knowledge, understanding and appreciation of the Performance Management & Appraisal. In addition, the students gain an opportunity to interact with experienced Human Resource Management practitioners through the discussion.

The session presents a structure to prepare and implement a "Panel Discussion on Performance Management & Appraisal" within a management course. Topics include panel member selection, discussion questions, classroom layout and agenda.

Keywords: Panel Discussion, Performance Management, Human Resource Management

### ▪ Introduction

In a Human Resource Management course, the Performance Management & Appraisal topic is a rich area to use a panel discussion. It is a topic that there is not 'one right answer', nor is it a topic which all organizations use one prescriptive methodology. Many organizations have different Performance Management & Appraisal philosophies and approaches. The panel discussion provides students with an opportunity to hear different viewpoints on the topic.

In addition, the panel discussion provides students with an opportunity to engaging in a conversation with Performance Management & Appraisal subject matter experts.

The exercise is designed for Jr./Sr. undergraduate and graduate students.

### ▪ Theoretical Foundation/Teaching Implications.

Panel Discussions have been used in an educational setting since 1929. Morse Cartwright credits Harry Overstreet with first using the panel discussion at University of California in Berkeley within a special adult education group in a summer session program. (Cartwright, 1933) Currently, panel discussions are a common feature for conventions, conferences and society meetings. The format is familiar to many in various talk-show formats such as "The View" and "Real Time with Bill Maher" (Most Popular "panel", Talk-Show Titles, 2018). Within Cartwright writing, he also points out the panel discussion "is a tool or device only." (Cartwright, 1933) The key is using the tool to stimulate the students understanding on the topic.

### ▪ Learning Objectives.

At the end of the Performance Management & Appraisal panel discussion, the students should be able to: (Lussier & Hendon, 2016)

- Describe the purposes of performance appraisals
- Identify commonly used performance management methods and forms
- Assess common problems with performance appraisals process
- Distinguish between an evaluative performance review and a developmental performance review

- Recognize some of the effects when the system is tied to compensation and its associated impact on employee buy-in?
- Compare different organizations with different Performance Management & Appraisal philosophies and approaches.
- Question the future of Performance Management & Appraisal systems?

#### ▪ **Exercise Overview.**

As Kristin Arnold states that, an impactful panel discussion requires more than just 'Showing Up' to the discussion. (Arnold K. J., 2013) The exercise discusses the preparation, execution and follow-up for an impactful panel discussion on Performance Management & Appraisal (PM&A).

##### Preparation for the Panel Discussion

- Putting the panel together - Identify and recruit PM&A panelist; Identify the moderator; Plan the physical setup
- Planning the discussion - Define the goals of the PM&A discussion; Set the basic agenda for the panel including the timeframe; Consider the panel format, (popular styles include Q&A style, Initial Remarks Style and Presentation style); Develop PM&A questions for the panelist communicate and coordinate with the panelist.
- Preparing the students for the panel – Developing their topic knowledge, Developing questions for panelist

##### Day of the panel

- Prior to the panel – Changing the classroom layout; Meeting the panelist
- The discussion – Welcome; Panelist introductions; Initial panelist comments with a brief explanation of their current PM&A methods; Moderator-curated and student questions; Each panelist constructive closing comment; Closing the discussion

##### Follow-up for the panel

- Acknowledgement the panelist; Students feedback to the PM&A Panel Discussion

#### ▪ **Session Description.**

The session will walk-through the preparation and execution of the exercise to equip the participants with the information to use a Performance Management & Appraisal Panel Discussion within the classroom.

A proposed timeline for the session is as follows:

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| • Introduction and overview                          | 4 minutes  |
| • Detailed description of the exercise               | 18 minutes |
| ○ Preparation for panel discussion                   |            |
| ○ Day of the panel discussion                        |            |
| ○ Abbreviated walk-through with session participants |            |
| • Debrief & Wrap-up                                  | 8 minutes  |
| ○ Participant reflections & feedback                 |            |
| ○ Participants other experiences and lessons learned |            |
| ○ Q & A , and suggestions for improvement            |            |

## References

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