

# BRIEF CONTENTS

---

<b>Preface</b>	<b>xvii</b>
<b>Acknowledgments</b>	<b>xix</b>
<b>About the Authors</b>	<b>xx</b>
<b>SECTION I • INTRODUCTION</b>	<b>1</b>
Chapter 1 • Performance Appraisal: Research and Practice	3
Chapter 2 • Performance Management and Performance Appraisal	20
Chapter 3 • Defining Job Performance	46
<b>SECTION II • THE PERFORMANCE APPRAISAL PROCESS</b>	<b>67</b>
Chapter 4 • The Four Key Challenges to Performance Appraisal	69
Chapter 5 • Obtaining Information and Evaluating Performance	84
Chapter 6 • Rating Scales and Rater Training	109
Chapter 7 • How Context Influences Performance Appraisal	133
Chapter 8 • How Organizations Use Performance Appraisal	161
<b>SECTION III • CHALLENGES IN IMPLEMENTING AND EVALUATING PERFORMANCE APPRAISAL SYSTEMS</b>	<b>183</b>
Chapter 9 • Giving and Receiving Feedback	185
Chapter 10 • Dealing With Reactions and Attitudes	214
Chapter 11 • Evaluating Performance Ratings	231
Chapter 12 • Rater Goals and Rating Distortion	256
<b>SECTION IV • IMPROVING PERFORMANCE APPRAISAL SYSTEMS</b>	<b>283</b>
Chapter 13 • The Performance Appraisal Debate	285
Chapter 14 • Building Better Performance Appraisal Systems	306