COURSE OUTLINE
2016/2017

COURSE NAME: Performance Management

COURSE CODE: HRMT3430

COURSE DESCRIPTION

Performance Management is an on-going process that involves a continuous cycle of setting goals and objectives, observing performance, and exchanging feedback. Performance Management ensures that employees? activities and outputs are consistent with the organization?s goals and, consequently, help the organization to optimize performance.

Course Credits: 3.00

Pre-requisites: HRMT2226

Equivalent Courses: HRMT430

LEARNING OUTCOMES

OUTCOME	Upon successful completion of this course, you will be able to
1	Relate the philosophy of Performance Management to an organization's strategic considerations. The following concepts, skills, and issues are used to support this Outcome: • Interpret the multiple purposes of a performance management system including strategic, administrative, informational, developmental, organizational maintenance, and documentation purposes. • Evaluate the key features of an ideal performance management system. • Explain the advantages of a performance management system and make a business case for implementing a well-designed system. • Illustrate the concept of a reward system and its relationship to a performance management system.
2	Explain the Performance Management process. The following concepts, skills, and issues are used to support this Outcome: • Clarify the prerequisites needed before a performance management system is implemented. • Explain the employee's and the manager's responsibility in the performance assessment phase. • Develop a job analysis to determine the job duties, knowledge, skills and abilities (KSAs) and working conditions of a particular job. • Justify the results and behaviours in performance management systems. • Explain the process of Succession Planning which ensures a suitable supply of successors for current and future senior or key jobs.

3	Select an appropriate method to measure and evaluate results and behaviours. The following concepts, skills, and issues are used to support this Outcome: • Illustrate a results approach to measuring performance including the development of accountabilities, objectives, and standards • Contrast what is and is not performance. • Explain the various factors that determine performance, including declarative knowledge, procedural knowledge and motivation. • Explain the behaviour approach to measuring competencies, including the identification and assessment of competencies.
4	Select the most appropriate methods for gathering performance information. The following concepts, skills, and issues are used to support this Outcome: • Defend each component in the appraisal form. • Describe the advantages and disadvantages of using supervisors, peers, subordinates, self, and customers as sources of performance information. • Design effective appraisal forms. • Explain how the implementation of training programs can address intentional and unintentional rating distortion.
5	Devise a legally sound, non-discriminatory, motivating Performance Management System. The following concepts, skills, and issues are used to support this Outcome: • Interpret the crucial steps that must be taken before the performance management system is launched, including implementing a communication plan, establishing an appeals process and running training programs for raters. • Clarify if contingent pay plans can improve employee motivation and performance • Design a performance management system that is legally sound. • Explain how setting up an appeals process helps gain support for the performance management system.
6	Design a high quality employee (training and) development plan as identified through the performance management system. The following concepts, skills, and issues are used to support this Outcome: • Explain the importance and benefits of including a development plan as part of the performance management system. • Examine the various short-term and long-term objectives of a development plan. • Explain the role that the direct supervisor plays in the design and implementation of a development plan. • Explain why managers need several key skills to manage the performance of their employees effectively, including skills regarding coaching, giving feedback, and conducting performance review meetings. • Explain the responsibilities of the organization in the Career Development process.

STUDENT EVALUATION

OUTCOME	ACTIVITY DESCRIPTION	MARK DISTRIBUTION
4 and 5	A. Research Projects	20%
1, 2, 3, 4, 5 and 6	B. Examinations	40%
1, 2, 3, 4, 5 and 6	C. Assignments and Quizzes	40%
	TOTAL	**100%**

COURSE COMPLETION REQUIREMENTS

The minimum passing grade for this course is 50% (D). Please note, however, that minimum grades or Grade Point Averages (GPAs) – term or cumulative - required for transfer, good standing in a program, eligibility for graduation, or requirements for professional designation or professional examination exemption may be higher. Students are strongly encouraged to consult with their academic advisor for more details.

STUDENT EQUIPMENT AND SUPPLIES

The JR Shaw School of Business highly recommends our students acquire and make use of a computer (laptop or tablet*) in and away from the classroom in order to successfully engage and complete JR Shaw curriculum.

Your computer will be used to access key learning resources critical to your success in the program and therefore must be in good working order. It is also important to have a battery with sufficient life to allow for use when a plug-in is not available, as your battery should be able to last throughout your daily schedule/classes. Replacement batteries can often be purchased to improve battery life on an existing computer.

At a minimum your laptop must meet the following requirements:

PC
- Windows 7 or higher
- 10 GB free hard drive space
- 2 GB memory (RAM)
- Wi-Fi connection

MAC
- OSX 10.7 or later
- 10 GB free hard drive space
- 2 GB memory (RAM)
- Wi-Fi connection

For tablets* the minimum Operating System requirements are as follows:
- Android - KitKat 4.4
- Apple - iOS8
- Microsoft - Windows 10

* Please make sure you have a dedicated keyboard and pointing device (mouse or stylus) to complement your tablet so you will not be disadvantaged when completing online activities, assignments, and assessments in and out of the classroom.

DELIVERY METHOD

This course will be taught using a variety of delivery methods which may include face-to-face, online, or blended teaching platforms. Activities such as collaborative exercises/assignments, seminars, labs, discussion, audio/visual presentations, case studies, and practicums may be used to support learning.

STUDENT RESPONSIBILITY

Enrolment at NAIT assumes that the student will become a responsible citizen of the Institute. As such, each student will display a positive work ethic, assist in the preservation of Institute property, and assume responsibility for his/her education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

EQUITY STATEMENT

NAIT is committed to providing an environment of equality and respect for all people within the learning community, and to educating faculty, staff, and students in developing inclusive teaching and learning contexts that are welcoming to all.

Changes to This Course Outline: Every effort has been made to ensure that information in this course outline is accurate at the time of publication. The Institute reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.

ADDENDUM to NAIT Course Outline for HRMT 3430, Performance Management

Instructor Name	Gerri Rondot
Office Location	S113E
Contact	780-791-4978
Office Hours	Monday, 5:00 pm – 6:20 pm Tuesday, 5:00 pm – 6:20 pm Friday, 10:00 am – 11:50 am
Hours of Instruction	Monday 1:00 pm – 2:50 pm Thursday Noon – 1:50 pm

Required Resources

Performance Management, 3rd Ed., Aguinis, Herman (2013). Pearson Education, Inc./Prentice Hall.
ISBN 10: 0-13255638-3

Performance Requirements

Student Attendance

Class attendance is useful for two reasons. First, class attendance maximizes a student's learning experience. Second, attending class is a good way to keep informed of matters relating to the administration of the course (e.g., the timing of assignments and exams). Ultimately, you are responsible for your own learning and performance in this course.

It is the responsibility of each student to be prepared for all classes. Students who miss classes are responsible for the material covered in those classes and for ensuring that they are prepared for the next class, including the completion of any assignments and / or notes that may be due.

Academic Misconduct

Students are considered to be responsible adults and should adhere to principles of intellectual integrity. Intellectual dishonesty may take many forms, such as:

- Plagiarism or the submission of another person's work as one's own
- The use of unauthorized aids in assignments or examinations (cheating)
- Collusion or the unauthorized collaboration with others in preparing work
- The deliberate misrepresentation of qualifications

- The willful distortion of results or data
- Substitution in an examination by another person
- Handing in the same unchanged work as submitted for another assignment
- Breach of confidentiality.

The consequences for academic misconduct range from a verbal reprimand to expulsion from the College. More specific descriptions and details are found in the Student Rights and Student Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Student Code of Conduct Policies.

Specialized Supports

Counselling and Accessibility Services

Counselling Services provides a wide range of specialized counselling services to prospective and registered students, including personal, career and academic counselling.

SKILL Centre

The SKILL Centre is a learning space in the Clearwater Campus at Keyano College where students can gather to share ideas, collaborate on projects and get new perspectives on learning from our tutorial staff.

The SKILL Centre, through a variety of delivery methods, provides assistance in skill development to Keyano students. Assistance is provided by instructors, staff and student tutors. Individuals wishing to improve their mathematics, writing, grammar, study, or other skills, can take advantage of this unique service.

Exam Guidelines

PLEASE NOTE that the following Deferred Examination Policy is from NAIT. NAIT does NOT allow Supplemental Exams.

JR Shaw School of Business

DEFINITIONS

Accommodation Exams: Typically are scheduled for students with approved disabilities with the Services for Students with Disabilities (SSD).

Deferred Exam: Students unable to write an exam on the scheduled date and/or time due to illness or another serious reason (*documented circumstance*), a deferred exam may be scheduled for the student, upon approval as outlined below.

Immediate Family: Grandparents, parents, siblings, daughters/sons

Deferred Examination Policy

These guidelines apply to all deferred exams for daytime, evening, or online classes. **Students requesting an exam deferral should <u>notify</u> the JRSSB Business Information Centre <u>as soon as possible</u> in T300 or phone 780.471.8998**

1. Exams Rescheduled for Approved Documented Reasons

A.   Students <u>may</u> be permitted to re-schedule exams for the following reasons, <u>provided both the instructor and the Associate Chair/Chair are notified in advance of the scheduled exam</u> AND appropriate "third party" documentation is provided to the appropriate Chair/Associate Chair <u>within 3 business days of the start of the scheduled exam</u> (e.g. a Monday exam would require documentation by Thursday, a Wednesday exam would require documentation by the following Monday). Weekend days and statutory holidays are **not** considered as business days.

Documented Reason	Appropriate Documentation
Personal medical/illness situations	A completed <u>physician statement form</u>, which is located in the T300 Business Information Centre<u>.</u> (Medical notes must be provided by a doctor. Prescription pad doctor's notes indicating you were seen in the office are NOT considered appropriate documentation.)
Death in immediate family	Obituary and death certificate of the deceased family member, evidence that the deceased is immediate family, address and contact information of the funeral home/church handling the service, and travel itinerary as appropriate.
Wedding in immediate family	Original wedding invitation, evidence that immediate family is being married, and travel itinerary as appropriate.
Documented accident	Third party documentation that clearly indicates the specific date and time of the accident, as well as provides evidence that the nature of the accident prevented the student from taking the exam, as originally scheduled.
Circumstances approved by the Program Chair/Associate Chair	As deemed appropriate by the Chair/Associate Chair

NOTE: Work is NOT an acceptable reason to re-schedule an exam.

B.   The missed exam is to be re-scheduled to the earliest possible alternate day and time. Online students writing externally have within 72 calendar hours of the scheduled on-campus writing to write the exam. Requests to write beyond this 72-hour period fall within the criteria in A.

C.   **Students will pay a fee of $150.00 for ALL deferred exams.**

2. Students Arriving Late to Exams
If an exam is written late (outside of the scheduled exam period) but on the same day the exam was scheduled, a minimum 20% penalty will be assessed. If the exam is written late due to a reasonable unforeseen event such as a documented accident or poor weather conditions, the Program Chair/Associate Chair may waive the late penalty.

3. Exams Not Written Due to Approved Reasons
If it is not possible for a missed exam to be rescheduled, the Program Chair/Associate Chair in consultation with the course coordinator/instructor will decide on the appropriate action to take to make up for the missed marks.

4. Quizzes Missed or Written Late
Students may be permitted to re-schedule quizzes or have their missed grade reallocated to subsequent assessments, provided the appropriate "third party" documentation (as shown in the table above) is provided to the instructor with reasonable notice. The course instructor will make the decision regarding the approval/disapproval of the quiz deferral, as well as the method in which the student will make up the marks missed.

Topic Outline

Week	Topic
1	Performance Management and Reward Systems in Context
2	Performance Management Process
3	Performance Management and Strategic Planning
4	Defining Performance and Choosing a Measurement Approach
5	Measuring Results & Behaviour
6	Gathering Performance Information
7	Implementing a Performance Management System
8	Performance Management and Employee Development
9	Performance Management Skills
10	Reward Systems & Legal Issues
11	Managing Team Performance
12	Presentations
13	Final Exam

Authorization

This course outline has been reviewed and approved by the Program Chair.

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Gerri Rondot, Instructor

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Nermin Zukic, Business Chair   Date Authorized

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Vincella Thompson, Dean   Date Authorized

Signed copies to be delivered to:

Instructor

Registrar's Office