

**BUS 361-001: Management of Performance  
COURSE OUTLINE**

<b>Semester:</b>	FALL 2023
<b>Class Time:</b>	WEDNESDAY; 7:00 – 9:45PM
<b>Class Room #:</b>	ED 619
<b>Instructor:</b>	CAROLINE GRAVES
<b>Phone:</b>	(306) 550-2845
<b>Email:</b>	CAROLINE.GRAVES@UREGINA.CA

<b><u>UR Courses:</u></b>	UR Courses will be used for this course
<b><u>Office Hours:</u></b>	By appointment
<b><u>Accommodations and Accessibility:</u></b>	The University of Regina wishes to support all students in achieving academic success while enjoying a full and rewarding university experience. Student Accessibility upholds the University's commitment to a diverse and inclusive learning environment by providing services and supports for students based on disability, religion, family status, and gender identity. Students who require these services are encouraged to contact Student Accessibility to discuss the possibility of academic accommodations and other supports as early as possible. For further information, please email <a href="mailto:accessibility@uregina.ca">accessibility@uregina.ca</a> or call (306) 585-4491.
<b><u>Pre-requisites:</u></b>	BUS 250 (or ADMN 250)
<b><u>Textbook:</u></b>	Aguinis, H. (2023). <i>Performance Management</i> (Fifth Edition). Chicago Business Press.
<b><u>Course Description:</u></b>	This course takes the perspective of human resource professionals and is concerned with the design, implementation, and evaluation of systems that measure, support, review, and appraise individual performance. These systems can help managers improve workforce effectiveness and address performance problems.
<b><u>Learning Objectives:</u></b>	In this course, you will learn about the design and implementation of successful performance management systems. The course material and discussions will focus on: <ul style="list-style-type: none"> <li>• Strategic considerations regarding performance management.</li> </ul>

	<ul style="list-style-type: none"> <li>Detailed information regarding performance management implementation.</li> <li>Employee and leadership development.</li> <li>The relationship amongst rewards systems, legal issues, and team performance management.</li> </ul>
<b><u>Academic Integrity:</u></b>	<p>As stated in the <b>Hill and Levene Student Code of Professional &amp; Ethical Conduct</b>, students agree to the following: I will always conduct myself in an ethical manner and commit that:</p> <ul style="list-style-type: none"> <li>Every assignment that I submit for University of Regina classes will be my own work, or in the case of group submissions, the work of my group members.</li> <li>Every paper, report, reflection, journal, or other similar work that I submit will properly acknowledge the source of ideas contained therein.</li> <li>Every exam or quiz that I write will be done with honesty and integrity, following all University and instructor requirements.</li> </ul>

**Grading:**

Assignment / Test:	Due Date:	% of Course Grade
Case Write Up	Oct. 4, 2023	15%
Midterm Exam	Oct. 18, 2023	20%
Team Project Paper	Nov. 22, 2023	20%
Final Exam	Dec. 20, 2023 7:00p.m. – 10:00p.m.	35%
Participation	Ongoing throughout the course	10%
<b>TOTAL:</b>		<b>100%</b>

**Case Write Up:**

- We will discuss a number of case studies throughout the semester. The purpose of the cases and related discussions is to help you apply knowledge from the text and lectures to the analysis of specific situations, to identify and evaluate alternatives, and to determine recommendations.
- In this assignment, you will prepare a case write-up. You will be guided in your analysis by a set of questions that are relevant to that case.
- You may complete this assignment as an individual or in self-selected groups of no more than five (5) students.

- The assignment must not exceed five (5) pages. The title page, references, and appendices do not count towards the total page limit.
- Use Times New Roman 12-point font, 1-inch margins, one-and-a-half line spacing, and include page numbers.
- APA is the required referencing style.
- Evaluation of this assignment will focus on: clear explanation of key concepts/terms; demonstrated ability to integrate content across readings to form persuasive and well-evidenced conclusions; and a thoughtful and thorough critique. Evaluation of this assignment will also take into account structure and writing (i.e., spelling, grammar, flow, clarity, referencing, limited use of quotes, adequate paraphrasing, and inclusion of an introduction and conclusion).

**Midterm Exam:**

- The midterm exam will be a closed-book exam, and will cover all material discussed and assigned up to that time in the semester.
- No make-up exam will be offered. If you miss the midterm exam for a reason approved by the instructor, 20% will be reallocated to other assignments/exams, as agreed upon by the student and instructor.

**Team Project Paper:**

- The goal of this group project is to critically evaluate the performance management system of a “real” organization.
- You will approach an HR consultant/manager (or a manager) of an organization and obtain detailed information about the performance management processes used by the organization.
- You will provide a critical analysis of the current system, identifying strengths and weaknesses.
- Using knowledge gained in the course, you will offer practical and empirically-supported recommendations for how to improve the performance management system.
- Teams will be self-selected. Teams will include a minimum of two students and a maximum of five (5) students per group.
- You will have the opportunity to complete a peer evaluation to assess your group members’ contributions. Team members are expected to work together to set reasonable goals, establish performance expectations, and utilize effective feedback processes.
- Your paper is to be a maximum of 12 pages. The title page, references, and appendices do not count towards the total page count.
- Use Times New Roman 12-point font, 1-inch margins, one-and-a-half spacing, and include page numbers.
- A minimum of five (5) peer-reviewed journal articles are to be referenced, in a meaningful way, in your paper.

- APA is the required referencing style.
- A grading rubric will be posted to UR Courses.

**Final Exam:**

- The final exam will be a comprehensive, closed-book exam, and will cover material in the textbook and discussed in class.

**Class Participation (10%):**

Because this course relies heavily on application and discussion of material, 10% of your grade will be determined from class contribution. Simply showing up for class all the time will only earn you 50% of the participation grade.

You will gain points by:

- Being prepared for class.
- Participating constructively in class exercises and discussions.
- Making observations that integrate concepts and discussions.
- Asking appropriate questions.
- Describing relevant work-related examples.
- Sharing research, newspaper, or magazine clippings of interest and relevance.

You will lose points by:

- Not contributing in a meaningful way.
- Arriving late to class or leaving class early (without a valid reason).
- Missing class (without a valid reason).
- Being unprepared for class.

**Requirements/ Regulations:**

- Your presence will make a big difference to the dynamics of the class and the degree of learning that occurs. Therefore, you are expected to attend class regularly, on time, remain for the whole period, and make a positive contribution while present.
- All students are expected to participate constructively in class activities. This could consist of, but is not limited to, contributing to class discussions, presenting solutions to assigned exercises, describing work experiences related to topics raised in class, making perceptive comments or asking appropriate questions, bringing in newspaper or magazine clippings of interest to the class, etc.
- Examinations may reference all text and in-class content. Should you miss a particular class, it is your responsibility to obtain notes, assigned activities, etc. from another class member.
- Log into UR Courses regularly to check for e-mails or any course-related announcements.

- Late assignments will be penalized 10% for each day that they are late. Late assignments will not be accepted after five (5) days unless there are extenuating circumstances that have been discussed with the instructor prior to the assignment deadline, and the instructor has agreed to extend the deadline.

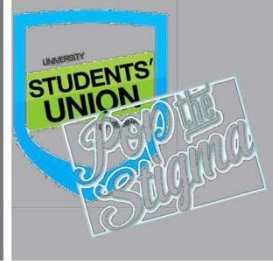
### CLASS SCHEDULE

Aug. 30	Introductions and Review of Course Outline
Sept. 6	Chapter 1 – Performance Management in Context
Sept. 13	Chapter 2 – Performance Management Process
Sept. 20	Chapter 3 – Performance Management and Strategic Planning
Sept. 27	Chapter 4 – Defining Performance and Choosing a Measurement Approach
<b>Oct. 4</b>	Chapter 5 – Measuring Results and Behaviors Review for Midterm Exam  <b>Case Write Up Due</b>
Oct. 9 - 15	Fall Break Week – No Class
<b>Oct. 18</b>	<b>Midterm Exam</b>
Oct. 25	Chapter 6 – Performance Analytics
Nov. 1	Chapter 7 – Rolling Out the Performance Management System
Nov. 8	Chapter 8 – Performance Management and Employee Development
Nov. 15	Chapter 9 – Performance Management Leadership
<b>Nov. 22</b>	Chapter 10 – Performance Management, Rewards, and the Law  <b>Team Project Paper Due</b>
Nov. 29	Chapter 11 – Team Performance Management Conclude & Review for Final Exam

**Dec. 20****(7:00p.m. – 10:00p.m.)****Final Exam**

**Please Note:** Class activities may occur that are not reflected on the class schedule, and adjustments may be necessary.

# University of Regina Counselling Services



## Feeling Stressed? Always worried?

Some stress is normal when you're going to university but **1 in 5 students** will suffer from enough distress that they **would benefit from counselling**.

### What can I do?

The U of R offers several counselling services free of charge for students at the U of R. These sessions are confidential and easy to access for students – simply go to the second floor of Riddell, Room 251 to make an appointment.

### When should you go?

Knowing when to schedule an appointment can be tough. Some common issues you might need help with include test anxiety, if you've experienced a trauma like losing a family member or a close friend, or if you've recently ended a relationship.

If the feelings you're experiencing are more intense and severe counselling services can also provide urgent service within 3 days and referrals as needed.

### What options are available for me?

**Personal Counselling** – This is a great option if you'd like one on one attention for things like anxiety and panic, relationship conflict, depression, grief and loss, academic issues, body image and substance abuse. Up to 5 sessions are free per semester. Try it – talking about your problems can be more helpful than you might think!

**Group Counselling** – Simply put, you're not alone. Many students are experiencing the same things as you. The U of R offers a wide variety of group counselling opportunities that can help teach many skills for managing your mental health, including: Meditation and relaxation, Healthy relationships, Stress Management and Self-Care.

### But I can't afford counselling...

Seeking counselling doesn't have to be cost prohibitive. Many students can benefit from the 5 free sessions offered by the University as a benefit of being a student.

If you need more sessions make sure you contact URSU and visit [www.iHaveAPlan.ca](http://www.iHaveAPlan.ca). Many expenses that are related to mental health, including going to a psychologist, are partially covered by your Student Health and Dental Plan!

### What else can I do?

Self-care - taking better care of yourself, can help you out. Eating better, working out, smoking and drinking less and balancing school with fun can all help with mental health!

### Have a problem but don't know how to fix it?

#### URSU's Student Advocate can help you free of charge!

- Academic Appeals
- Disciplinary Appeals
- Student Loan Appeals
- E-mail [advocate@ursu.ca](mailto:advocate@ursu.ca) to schedule an appointment today!
- Emergency Bursaries
- Notary Public
- Rentalsman Appeals

