Management of Performance: BUS 361 – 001 (Tentative, subject to revision)

Fall 2017: September 6 – December 4, 2017

Instructor: Greg Wensel  
Phone: 306-551-8597 (cell.)  
E-Mail: Gregory.Wensel@uregina.ca  
Class Time: Monday & Wednesday; 1:00 – 2:15 p.m.  
Class Location: Education Building - Room 193  
Final Exam: Wednesday, December 20th; 9:00AM – 11:30AM  
U.S.A.: Prentice Hall.

Course Overview:  
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.

Prerequisite: BUS 250 (or ADMN 250)

Course Outcomes & Objectives:  
Performance management is a continuous process of identifying, measuring, and developing the performance of individuals and teams as well as aligning their performance with the strategic goals of the organization. Performance management is critical to the success of small and large, for-profit and not-for-profit, domestic and global organizations, and to all industries.

Organizations with talented and motivated employees who provide exceptional customer service are likely to outperform their competitors. Only human capital can produce a sustainable competitive advantage, and performance management systems are key tools that can be used to transform employees’ talent and motivation into a strategic business advantage.
In this course, you will learn about the design and implementation of successful performance management systems. The course material and discussions will focus on:

1. Strategic considerations regarding performance management.
2. Detailed information regarding performance management implementation.
3. Employee development.
4. The relationship among performance management, rewards, the law, and teams.
5. The setting of clear expectations as the road to management, employee success. Clarity around what success looks like from a managers and employees perspective.

Special Needs:
If there is any student in this course who, because of a disability, may have a need for accommodation, please contact the Coordinator of Special Needs at 585-4631, in addition to discussing the accommodation with me.

General Classroom Etiquette:
- Your presence will make a significant 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, discussing 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, handouts, etc. from another class member.
- Please turn your cell phone off or on silent before class begins and put it away during class.
- Laptops, while not required, are to be used for class purposes only.
- Log in to UR Courses regularly to check for e-mails or any course-related announcements. Students are responsible for bringing appropriate material for class that may be posted on UR courses or as noted in the course outline.

Academic Integrity:
Students enrolled in Business courses at the University of Regina are expected to adhere rigorously to principles of intellectual integrity. Plagiarism is a form of intellectual dishonesty in which another person’s work is presented as one’s own. Plagiarism or cheating on examinations/assignments is a serious offence that
may result in a zero grade on an assignment, a failing grade in a course, suspension, or expulsion from the University.

**Course Assessment:**

<table>
<thead>
<tr>
<th>Component</th>
<th>Due Date</th>
<th>Percentage of Final Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Write Up</td>
<td>October 4, 2017</td>
<td>10%</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>Oct. 18, 2017</td>
<td>20%</td>
</tr>
<tr>
<td>Classroom Participation</td>
<td>Ongoing</td>
<td>15%</td>
</tr>
<tr>
<td>Group Presentations</td>
<td>Nov. 22, begin</td>
<td>25%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>Wed. Dec 20, 2017</td>
<td>30%</td>
</tr>
</tbody>
</table>

**Case Write Up (10%) – Due October 4th, 2017:**
- 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.
- You will have the opportunity to pick one of two possible cases to complete a case write-up on. You will be guided in your analysis by a set of questions that are relevant to that case. The two cases and the related questions will be provided to you in the first class.
- Your case write-up is to be a maximum of Three (3) pages. The title page and referencing do not count towards the total page count.
- Use Times New Roman 12 point font, 1-inch margins, double space, and include page numbers.
- A hard copy of this assignment is to be handed in.

**Midterm Exam (20%):**
The midterm exam will be conducted in class on Oct. 18, 2017. No “Make Up” exam will be offered. If you miss the midterm, your final exam will be worth an additional 20%. The midterm exam will cover all material in the textbook and discussed in class up to that point in time.

**Classroom Participation (15%):**
Classroom participation will be recorded by instructor on a daily basis. Attendance counts for 5%, and participation in terms of questions, comments, rebuttals, dialogue, count for 10% (You must have your name card in front of you, and stick to the seating plan).

**Group Presentation (25%) – Begin Nov. 22, 2017:**
- The goal of this group project is to critically evaluate the performance management system of a “real” organization.
You will approach the HR manager/department or a manager and obtain detailed information about the performance management processes used by the organization (focusing on one particular job). You will provide a critical analysis of the current system, including identifying strengths and weaknesses.
• Using knowledge gained in the class, you will then offer practical and empirically-supported recommendations for how to improve the performance management system.
• Teams will include 5-7 students per group. One person from each team will be asked to volunteer to send the instructor an e-mail no later than Friday, Sept 22, 2017 outlining the organization and job you plan to study.
• Your presentation will be a maximum of ½ hour.
• Hard copy of power point will be presented to instructor the day prior to your presentation.
• The Title page will include: Organization, and list team members
• Grades will be assigned evenly to all team members. Team members are expected to work together to set reasonable goals, establish performance expectations, and utilize effective feedback processes.

**Final Exam (30%):**
The final exam is scheduled for Thursday, **December 20, 2017**. It will be a comprehensive, closed-book exam and will cover material in the textbook and discussed in class.

**Late Assignments:**
Late assignments will be penalized 3% for each day that they are late. Weekend days count as late days. Late submissions must be handed directly to the instructor or must be date-stamped upon receipt by the Faculty of Business Administration office staff. 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 (subject to revision):**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept. 6</td>
<td>Introductions and Orientation</td>
</tr>
<tr>
<td>Sept. 11 &amp; 13</td>
<td>Chapter 1 – Performance Management and Reward Systems in Context</td>
</tr>
<tr>
<td>Sept. 18 &amp; 20</td>
<td>Chapter 2 – Performance Management Process</td>
</tr>
<tr>
<td>Sept. 25 &amp; 27</td>
<td>Chapter 3 – Performance Management and Strategic Planning</td>
</tr>
<tr>
<td>Date</td>
<td>Topic</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Oct. 2 &amp; 4</td>
<td>Chapter 4 – Defining Performance and Choosing a Measurement Approach</td>
</tr>
<tr>
<td>Oct. 4</td>
<td>Case write up due.</td>
</tr>
<tr>
<td>Oct. 9</td>
<td>No class, Thanksgiving</td>
</tr>
<tr>
<td>Oct. 11</td>
<td>Team Presentation Meeting</td>
</tr>
<tr>
<td>Oct. 16</td>
<td>Chapter 5 - Measuring Results and Behaviors</td>
</tr>
<tr>
<td>Oct. 23 &amp; 25</td>
<td>Chapter 6 – Gathering Performance Information</td>
</tr>
<tr>
<td>Oct. 30</td>
<td>Chapter 7 – Implementing a Performance Management System</td>
</tr>
<tr>
<td>Nov. 6 &amp; 8</td>
<td>Chapter 9 – Performance Management Skills</td>
</tr>
<tr>
<td>Nov. 13</td>
<td>Remembrance Day Time Off</td>
</tr>
<tr>
<td>Nov. 20</td>
<td>Chapter 11 – Managing Team Performance</td>
</tr>
<tr>
<td>Nov. 27 &amp; 29</td>
<td>Group Presentations</td>
</tr>
<tr>
<td>Dec. 4</td>
<td>Group Presentations</td>
</tr>
<tr>
<td>Dec. 20</td>
<td>Final Exam</td>
</tr>
</tbody>
</table>

**Please Note:** Case studies, guest speakers, and class activities may occur that are not reflected on the class schedule.
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 to 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. 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 to schedule an appointment today!