Business Administration

Course Number:	**BUAD 412**
Course Title:	**STRATEGIC PERFORMANCE MANAGEMENT**
Credits:	3
Calendar Description:	Students will gain experience in assessing performance from a multiple of perspectives. To begin, students will learn the "planning, doing and reviewing" components inherent in performance management processes. Further, they will gain experience with the integration of strategy execution and performance measurement. Students will engage in the delivery of meaningful performance feedback. *(also offered by Distance Education)*
Semester and Year:	**Winter 2016**
Prerequisite(s):	BUAD 269, 340
Corequisite(s):	No
Prerequisite to:	No
Final Exam:	No
Hours per week:	3
Graduation Requirement:	Elective – BBA, Management and Human Resources Management Specialty areas
Substitutable Courses:	No
Transfer Credit:	
Special Notes:	Students with credit for BUAD 379 Topic: Strategic Performance Management cannot take BUAD 412 for further credit.
Development Date:	June 2008
Revision Date:	
Chair's Approval:	Signature

Professors

Name	Phone number	Office	Email
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Learning Outcomes

Upon completion of this course students will be able to

- implement an organization's strategy using performance management processes.
- create a competitive advantage with performance management strategies.
- assess the performance of an organization, its functional units, and its stakeholders.
- explain how the employer-employee relationship reinforces the psychological contract.
- conduct a year-end performance evaluation that provides meaningful feedback and opportunities for team and/or individual development.
- explain the different roles and responsibilities of line managers and HR managers.

Course Objectives

This course will cover the following content:

See Course Schedule

Evaluation Procedure

Evaluation Team Assignments*		35%
Assignment #1 Role Playing	5%	
Assignment #2 Effective/Ineffective Appraiser	5%	
Term Project Performance Management	25%	
Mid-term Exam**		25%
Exercises and Cases***		40%
Exercise Submissions and Class Discussions	12%	
Case Preparation and Class Discussions	28%	
Total		**100%**

Notes

*Major assignments may be submitted to Turn-it-in Program; cheating or plagiarism will be reported to the Dean.
**A passing grade (50%) is required on the mid-term exam to pass this course.
***Class participation marks are included in marks awarded for class discussions.

Required Texts/Resources

Armstrong, M. (2009). Armstrong's Handbook of Performance Management. An Evidence-Based Guide to delivering High Performance (4th ed.). Philadelphia PA: Kogan Page.
Kenny, G. (2005). Strategic planning and performance management: Develop and measure a winning strategy. Oxford, UK: Elsevier.
A case package, under copyright and available from the Kelowna Campus Store, is mandatory for in-class, project, and examination requirements.

Course Schedule

Date		Topic	Preparation
Week		Mon. Jan 4 Classes begin Family Day Feb 8 Reading Break Feb 9 to 12– no classes Good Fri. Mar 25 & Easter Mon. Mar 28 – no classes Tues. Apr 12 Last day of regularly scheduled classes	
Jan	8	Introduction Course Outline and Expectations Strategic Planning and Performance Management	Kenny – Ch 1 Moodle – Case Analysis Format
	15	Identify Key Stakeholders Why Important to Strategic Plans Strategic versus Operational Planning Submit Team's Exercises 1 and 2	Kenny – Ch 2 & 3 Kenny – Appendices A & B Moodle – Ex 1 & 2
	22	Strategic Factors for Key Stakeholders Relevant Influencing Factors Case Analysis and Discussion Submit Team's Exercises 3 and 4	Kenny – Chapters 4 & 5 Moodle – Exercises 3 & 4 Case: Blinds To Go
	29	Strategic Factors and Objective Setting The Background to Performance Management Case Analysis & Discussion Submit Team's Exercise 5	Armstrong – Ch 1, 2 & 3 Moodle – Ex 5 Case: Diana Phelps
Feb	5	Performance Management Systems, Management and Roles Case Analysis & Discussion Submit Team's Exercise 6 and Begin Term Project	Armstrong – Ch 4, 23 & 24 Moodle – Exercise 6 Moodle – Term Project Case: Robertson & Davies
	8 – 12	READING BREAK (*Feb 8 -12 no classes*)	
	19	Mid-term Exam	
	26	Performance Planning Agreements and Measures, Feedback Preparation for Assignment 1a	Armstrong – Ch 5, 6 & 7 Moodle – Assignment 1a
Mar	4	Performance Reviewing Performance Review and Assessment Complete Assignments 1a & 1b	Kenny – Ch 6 & 7 Armstrong – Ch 8 & 9 Moodle – Assignment 1b
	11	Performance Doing Organizational and Team Performance Case Analysis & Discussion Submit Assignment 2	Armstrong – Ch 11, 12 & 13 Moodle – Assignment 2 Case: Work From Home
	18	Performance Improvement Coaching, Managing and Learning Case Analysis & Discussion	Armstrong – Ch 10 & 16 Case: Elise Smart
	25	*Easter Holiday*	
Apr	1	Developing and Tracking Results Measuring Success and Contextual Factors Case Analysis & Discussion	Kenny – Ch 8, 9 & 10 Case: Windle Castleman
	8	Evaluating Performance Management Common Mistakes and Remedies Submit Term Project	Kenny – Ch 11 & 12
		Term Project Presentations	
Apr	15 - 23	Final Exam Period (No Final Exam)	

SKILLS ACROSS THE BUSINESS CURRICULUM

The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

STUDENT CONDUCT AND ACADEMIC HONESTY

What is the Disruption of Instructional Activities?

At Okanagan College (OC), disruption of instructional activities includes student "conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC", as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

What is Cheating?

"Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination."

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

What is Plagiarism?

Plagiarism is defined as "the presentation of another person's work or ideas without proper or complete acknowledgement." It is the serious academic offence of reproducing someone else's work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

"Intentional plagiarism is the deliberate presentation of another's work or ideas as one's own." Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

"Unintentional plagiarism is the inadvertent presentation of another's work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit."

What are the Students' Responsibilities to Avoid Plagiarism?

Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format www.okanagan.bc.ca. Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors' name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

"Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication "*Plagiarism Avoided; Taking Responsibility for your Work".* This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6th edition (2009). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

What are the Penalties for Plagiarism and Cheating?

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.