




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. <i>(also offered by Distance Education)</i>
Semester and Year:	Winter 2018
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.
Originally Developed:	June 2008
EDCO Approval:	
Chair's Approval:	

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

Team Assignments		35%
Assignment #1	5%	
Assignment #2	5%	
Term Project	25%	
Team Exercises and Cases		35%
Applied Exercises	10%	
Case Summaries & Facilitated Discussion	25%	
Individual Component		30%
Mid-term Exam*	25%	
Preparation & Participation	5%	
Total		100%

Notes

* A passing grade (50%) is required on the mid-term exam to pass this course.

Assignments, Exercises, Cases

Team deliverables may be submitted to Turn-it-in Program; cheating or plagiarism will be reported to the Dean, as per Okanagan School of Business policy (see page 5).

Peer Evaluations

Peer evaluations are required for team assignments. These evaluations will be submitted together with the team's deliverables using the peer appraisal forms provided. Peer evaluations can greatly influence an individual's mark on a team deliverable.

Submission Policy

All deliverables must be submitted via the appropriate Moodle dropbox on or before the due date. Late submissions may receive a deduction as determined by the professor.

Preparation & Participation

This course requires students to arrive prepared to contribute meaningfully to in-class discussions, debates, etc. This mark is based on the quality and consistency of a student's contribution to the class.

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	Deliverables
		Wednesday Jan 3 Classes Begin Monday Feb 12 Family Day – <i>no classes</i> Tuesday Feb 13-16 Mid-semester Study Break – <i>no classes</i> Friday Mar 30 to Monday April 2 Easter – <i>no classes</i> Thursday Apr 12 Last Day of Regularly-scheduled Classes	SPPM = Strategic Planning & Performance Management (Kenny) AHPM = Armstrong's Handbook of Performance Management	
Week	Date			
1	--	Orientation day – no class		
2	Jan 9	Introduction to Performance Management	SPPM 1 Case Analysis	
3	Jan 16	Identifying Key Stakeholders; Strategic vs Operational Planning	SPPM 2,3 appendix A,B	Exercise 1&2
4	Jan 23	Strategic Factors for Key Stakeholders	SPPM 4,5	Exercise 3&4 Blinds To Go
5	Jan 30	Strategic Factors and the Setting of Objectives	AHPM 1,2,3	Exercise 5 Diana Phelps
6	Feb 6	Performance Management Systems; Management and Roles	AHPM 4,23,24 Term Project	Exercise 6 Robertson & Davies
Feb 12-17		Family Day + Reading Break – no classes		
7	Feb 20	Mid-term Exam		
8	Feb 27	Performance Planning; Agreements, Measures, Feedback	AHPM 5,6,7 Assignment 1a	
9	Mar 6	Performance Review and Assessment	SPPM 6,7 AHPM 8,9	Assignment 1
10	Mar 13	Organizational and Team Performance	AHPM 11,12,13	Assignment 2 Work From Home
11	Mar 20	Coaching, Managing and Learning	AHPM 10,16	Elise Smart
12	Mar 27	Developing and Tracking Results; Measuring Success and Contextual Factors	SPPM 8,9,10	Windle Castleman
13	Apr 3	Evaluating Performance Management; Common Mistakes and Remedies	SPPM 11,12	Term Project
14	Apr 10	Term Project Presentations		Term Project
Apr. 16-26		Final Exam Period		

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.