




# Business Administration

Course Number:	<b>BUAD 412</b>
Course Title:	<b>STRATEGIC PERFORMANCE MANAGEMENT</b>
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:	<b>WINTER 2022</b>
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:	No
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:	June 2008
Chair's Approval:	

**Professor**

Name	Phone number	Office	Email
<b>Heather Stewart</b> <i>Course Captain</i>	250-212-6960 (Text)	B141	hstewart@okanagan.bc.ca

**Learning Outcomes**

<p>Upon completion of this course students will be able to</p> <ul style="list-style-type: none"> <li>• implement an organization’s strategy using performance management processes.</li> <li>• create a competitive advantage with performance management strategies.</li> <li>• assess the performance of an organization, its functional units, and its stakeholders.</li> <li>• explain how the employer-employee relationship reinforces the psychological contract.</li> <li>• conduct a year-end performance evaluation that provides meaningful feedback and opportunities for team and/or individual development.</li> <li>• explain the different roles and responsibilities of line managers and HR managers.</li> </ul>
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**Course Objectives**

<p>This course will cover the following content: See Course Schedule</p>
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**Evaluation Procedure**

Team Assignments		65%
Reading facilitation/seminar	15%	
Cases analysis, facilitation and summaries	20%	
SPM research, report and presentation	20%	
Team Perf. Mgmt. design and application	10%	
Individual Component		35%
Mid-term Exam*	25%	
Preparation & Participation	10%	
Total		100%

**Notes**

<p>* A passing grade (50%) is required on the mid-term exam to pass this course.</p>
<p>See details of assignments, submission of work and marking guidelines in the syllabus.</p>

**Required Texts/Resources**

Selected readings free or charge will be posted on Moodle, available in digital form at the library.

A case package, under copyright and available for purchase from the Kelowna Campus Store, is mandatory for in-class, project, and examination requirements.

## Course Schedule (subject to change)

Date	Topic		Assignments	
<b>2022</b> <b>Week of:</b>	Wednesday, January 5 - Classes Start Monday, February 21 - Statutory Holiday (no classes) Tuesday, February 22 – Friday, February 25 Mid-semester study break (no classes) Friday, April 8 – Last Day of Regular Classes Friday, April 15 – Monday, April 18 – Statutory Holidays	Readings: Articles and ebooks readings will be posted on Moodle with free access through the library.		
<b>1</b>	Jan 6	The changing face of strategic performance	Vuca & The Perf. Revolution & and The Fate of ratings & PM Evidence-based	
<b>2</b>	Jan 13	Organizational and Team Performance, Self-Managed Teams  Complete the High Potential Trait Indicator self-assessment and Dark Side Trait, and review your reports before the Jan 14 class	Peter Senge, the Learning Organization, Clear Review, 5 Step High Productivity Model PM Guides <a href="https://www.highpotentialpsych.co.uk">https://www.highpotentialpsych.co.uk</a>  Cases Assigned	Class discussion
<b>3</b>	Jan 20	Using Psychological Assessments in team and performance management  Review and discuss your HPTI and Dark Side Trait Report, and what it tells you about your capacity for change, and your personality traits.	High Potential, How to Spot, Manage and Develop Talented People at Work, Chapter 16, Macrae, Furnham & Reed, Bloomsbury, 2018,	Class discussion  Team review and analysis of impact on teams
	Jan 27	Well-being and ethical performance management	Motivation and Performance, A Guide To Motivating and Diverse Workforce, Chapter 4, Ian MacRae & Adrian Furnham, Kogan Page, 2017	
<b>5</b>	Feb 3	Organizational Strategy and Performance Management	Jablonski, Marek, Strategic Performance Mgmt, Chapter 9	Class Discussion Case presentation
<b>6</b>	Feb 10	Strategic Performance Management	Performance Management that Makes a Difference, Dorsey, Mueller-Hanson, SHR	Case presentation
<b>7</b>	Feb 17	PM systems, processes and competencies	Seemi Sanghi, Chapters 1, 5 and 6	Case presentation

<b>9</b>	Mar 3	Mid-term exam		
<b>10</b>	Mar 10	Work engagement and productivity HR analytics, ethics and trends	Guest Speaker – Ian MacRae, Head of Psychology, Clear Review and Author	Reading Facilitation
<b>11</b>	Mar 17	Coaching and Learning	My Performance, Coaching Questions The Surprising Power of Good Questions – HBR	Reading Facilitation
<b>12</b>	Mar 24	Performance Management in action – Summary and Review  Strategic Performance Management Team Presentations	2 Teams present and receive feedback	
<b>13</b>	Mar 31	Performance Review and Organizational Goals Summary  Strategic Performance Management Team Presentations	2 Teams Present and receive feedback	
<b>14</b>	April 7	Performance Review and Organizational Goals Summary  Strategic Performance Management Team Presentations	2 Teams Present and receive feedback	

## **SKILLS ACROSS THE BUSINESS CURRICULUM**

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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**

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### **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](http://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, 7<sup>th</sup> edition (2019)). 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.