**HR 666: Performance Management**

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| Resource Person: | Kamran Hameed |
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| Contact Hours: | 3 |
| Office Address: | C-3/20 |
| Programme: | MBA |
| Section: | A |
| Semester: | Fall 2023 |
| Course Pre-requisites: | Human Resource Management |
| Credit Hours: | 3 |
| Course Type: | Graduate |
| Venue/Day/Time: | Thursday (8th Slot) |
| Course URL (if any): | https://lms.umt.edu.pk/course/view.php?id=15297 |

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| **Course Description:** |
| This course is about the design and implementation of successful performance management systems. In other words, it focuses on research-based findings and up-to-date applications that help increase an organization’s human capital. Organizations that capture, harness, and develop their human capital flourish and succeed over the long term. Therefore, organization’s success is inextricably linked with the performance of its human resources. Successful organizations link tools, systems, people and processes together to motivate employees to work at their peak, keep them aligned with the culture and corporate objectives, and build future leaders throughout the enterprise.The focus of this course is to help you develop a greater capacity and a comprehensive approach to managing performance. Key components of the talent and performance management process will be introduced and explored. Students will acquire knowledge of the Performance Management processes, tools, systems, and strategies; and be able to review, improve and design Performance Management Systems.  |

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| **Course Teaching Methodology:** |
| 1. Interactive lectures.
2. Self-assessment exercise
3. Research Articles.
4. Case analysis.
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| **Program Educational Objectives (PEOs): MBA** |
| PLO1 | Apply and evaluate business plans and strategies in response to changing market conditions and unforeseen challenges. |
| PLO2 | Apply business theories and principles to real-world business challenges, demonstrating the ability to transfer knowledge into workplace settings.  |
| PLO3 | Apply effective communication skills to convey ideas, proposals, and solutions.  |
| PLO4 | Analyze local & global business environments to formulate business strategies. |
| PLO5 | Apply technology and analyze the impact of digital transformation on business operations and competitiveness. |
| PLO6 | Evaluate the ethical and social responsibility implications of business decisions and practices, considering their broader societal impacts. |

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| **Course Learning Outcomes (CLOs):****After completing this course, students shall be able to:** |  |
|  | **Mapping with PLOs** | **Learning Domain Level** |
| CLO-1 | **Analyze** the performance management process. | PLO1 | L4 |
| CLO-2 | **Application of** performance management approaches, processes, and appreciation of the importance of implementing well-designed performance management systems. | PLO2 | L3 |
| CLO-3 | **Evaluate** the context of the business environment by using appropriate performance management tools, data science tools, techniques, and rewards.  | PLO4 | L5 |
| CLO-4 | **Evaluate** methodological approaches to identifying practical issues in designing and delivering effective performance management of individuals, teams, and organizations. | PLO1 | L5 |

**CLO – PLO MAPPING**

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|  | **PLOs** |
| Apply and evaluate business plans and strategies in response to changing market conditions and unforeseen challenges. | Apply business theories and principles to real-world business challenges, demonstrating the ability to transfer knowledge into workplace settings.  | Apply effective communication skills to convey ideas, proposals, and solutions. | Analyze local & global business environments to formulate business strategies. | Apply technology and analyze the impact of digital transformation on business operations and competitiveness. | Evaluate the ethical and social responsibility implications of business decisions and practices, considering their broader societal impacts. |
| 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | **L4** |  |  |  |  |  |
| 2 |  | **L3** |  |  |  |  |
| 3 |  |  |  | **L5** |  |  |
| 4 | **L5** |  |  |  |  |  |

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| **Assurance of Learning and Assessment Items:***Specify Assessment Items that will assure student learning through application and achieve objectives of specific PLOs / COs / CLOs* |
| **Assessment Item** | **Application/ Objectives****PLO / CO / CLO** |
| Quizzes (n -1) | [CLO: 1, 2, 3] |
| Mid Term | [CLO: 1, 2, 3] |
| Class Participation | [CLO: 1, 4] |
| Mid project | [CLO: 1, 4] (Application of PM, and evaluating the gaps) |
| Case Study & Discussion | [CLO:2, 3] |
| Final exam | [CLO:1, 2, 3, 4] |

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| **Assessment Structure and Grading Policy\*:** |
| **Assessment Item** | **Weight (%)** | **Execution Plan** |
| Quizzes (n -1) | 10% | After every 03 topics covered. |
| Class Activities | 05% | 07 (plus) activities in Lecture Sessions |
| Mid-term exam | 20% | One-time assessment |
| Class Participation | 05% | Daily assessment |
| Mid Project | 10% | Application of PM process  |
| Case Study & Discussion | 10% | Cases, in class group discussion |
| Final Project | 10% | 1-time assessment-Case Based-Open Book |
| Final exam | 30% | 1 – time assessment |
| Total  | 100 |  |

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| **Notes – Norms and Important Class Policies:** **Class Policy:**You are required to be in class at the assigned time. If you arrive more than ten minutes late, you will be marked absent. **Mobile Policy:**Switch off your mobile phones while in class.**Email Policy:**You will be responsible if you miss a deadline because you did not read your email. Participants should regularly check their University email account. **Class Attendance Policy:**A minimum 80% attendance is required for a participant to be eligible to sit in the final examination. Reporting sick and attending family functions (such as a wedding) will be considered as absent. Participants with less than 80% attendance in a course will be given grade ‘F’ (Fail) and will not be allowed to take the final exam. An ‘F’ grade will negatively impact student’s CGPA.**Withdrawal Policy:**Students may withdraw from a course till the end of the 12th week of the semester. In such a case, a grade ‘W’ will be awarded. A ‘W’ grade will not impact student’s CGPA. A student withdrawing after the 12th week will be awarded ‘F’ grade, which will negatively impact CGPA.**Harassment Policy:**Sexual or any other form of harassment through physical, verbal or electronic (mobile, email, etc.) means is constituted as punishable offence. Such actions will not be tolerated.**Use of Unfair Means/Honesty Policy:**Any participant found using unfair means or assisting another participant during a class test, quiz, assignment, examination, etc. will be liable for strict disciplinary action. **Plagiarism Policy:**Plagiarism is defined as the practice of taking someone else's work or ideas and passing them off as one's own. The participants will submit the plagiarism report to the resource person with every assignment, report, project, thesis, etc. A participant who fails to submit the ‘Turnitin’ report will receive ‘F’ grade that will count towards CGPA. If participants attempt to cheat ‘Turnitin,’ they will receive an additional ‘F’ that will count towards their CGPA. Look up the Student Handbook for further information on rules and regulations regarding plagiarism while submitting final report and other documents.**NOTE: STUDENTS ARE REQUIRED TO READ AND UNDERSTAND ALL ITEMS OUTLINED IN THE STUDENT HANDBOOK.** |

*\*Rubrics for all assessments (including mid and final exams) will be provided separately to the students.*

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| **Weekly Sessions Plan:** |
| **Week** | **Topics / Contents** | **Activity** | **Application/Objectives****PLO / CO / CLO** |
| 1 | Introduction to performance management and importance of its wider role in achieving organizational overall goals. | Participation Opening NoteOpening Case:How Netflix Reinvented HR (HBR)  | CLO1-2 |
| 2 | Purpose and Essentials of Performance Management Systems | Case DiscussionCase study: *Performance Management at Network Solutions, Inc.*Video:Don t Bury the Annual Performance Review Andris Strazds at TEDxRiga | CLO-1-2 |
| 3 | Linking Performance with Organizational Broader effectiveness approach | Case Discussion: *Case study: Evaluating Vision and Mission Statements at PepsiCo*Case Discussion: *Case study: Linking Performance Management to Strategy at Procter & Gamble* | CLO-1 |
| 4 | PM and Reward Systems, Repercussions of badly implemented PM system | Case Discussion:*Personal Developmental Plan at Brainstorm, Inc.—Part I (page 221)*Quiz -1 | CLO-2 |
| 5 | Performance Management Approaches  | Group Based PresentationsReading Reference: Note 1Case study:Implementing a Behavior Approach to Measuring Performance at Dollar General | CLO-1, 3 |
| 6 | Contemporary Research in Performance Management.  | Quiz No.2 6 Articles (See in supplementary readings) | CLO-2,  |
| 7 | Putting Theory into practice | Assignment-1Research paper: Schleicher, D. J., Baumann, H. M., Sullivan, D. W., Levy, P. E., Hargrove, D. C., & Barros-Rivera, B. A. (2018). Putting the system into performance management systems: A review and agenda for performance management research. Journal of management, 44(6), 2209-2245.Research Paper: Pollitt, C. (2006). Performance management in practice: A comparative study of executive agencies. Journal of Public Administration Research and Theory, 16(1), 25-44. | CLO-2, 4 |
| 8 | Reviewing the PMS | Case discussion: Cast study: How to Conduct a Great Performance Review (HBR) | CLO-4 |
| 9 | Mid term |  |  |
| 10 | Review of Performance Management Systems |  | CLO-4 |
| 11 | Types of Performance Measurement methods | Class Activity – preparing scales  | CLO-4  |
| 12 | Towards designing a PMS | Research Article: Khan, M. K., Ishaq, M. I., Nawaz, M. R., & Hussain, N. M. (2013). Implications of performance management systems in Pakistani Organizations. Journal of Basic and Applied Scientific Research, 3(12), 335-341.Research papers (See additional supplementary reading) | CLO- 2, 3, 4 |
| 13 | The Appraisal Process: Benefits and Stages  | Quiz 3Reading: Performance Management Principles  | CLO4 |
| 14 | Understanding Poor Performance and Improving it  | Coaching Performance – Facilitating employees in performing well  | CLO -3, 4 |
| 15 | Presentations |  |  |
| 16 | Final Term Examination |  |  |

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| **Primary Text Book (s):** |
| * The main text for this course is: Aguinis, H. (2018). Performance management, 4th ed. Harlow: Pearson.
* Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Performance Leadership 7th Edition
* Performance Management: Finding the Missing Pieces [Gary Cokins (Contributor)](https://www.goodreads.com/author/show/47692.Gary_Cokins)
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| **Reference / Supplementary Reading (s):** |
| * The Active Manager's Tool Kit [By: Michael Odonnell (Book)](https://www.libertybooks.com/index.php?route=product/author/info&author_id=23901)
* Hutchinson, S. (2013). Performance management. London: Chartered Institute of Personnel and Development.
* Hartnell, C. A., Ou, A. Y., & Kinicki, A. (2011). Organizational culture and organizational effectiveness: a meta-analytic investigation of the competing values framework's theoretical suppositions. Journal of applied psychology, 96(4), 677.
* Skaržauskienė, A. (2010). Managing complexity: systems thinking as a catalyst of the organization performance. Measuring business excellence.
* Kacmar, K. M., Collins, B. J., Harris, K. J., & Judge, T. A. (2009). Core self-evaluations and job performance: the role of the perceived work environment. Journal of Applied Psychology, 94(6), 1572.
* Arvey, R. D., & Murphy, K. R. (1998). Performance evaluation in work settings. Annual review of psychology, 49(1), 141-168.
* Welbourne, T. M., Johnson, D. E., & Erez, A. (1998). The role-based performance scale: Validity analysis of a theory-based measure. Academy of management journal, 41(5), 540-555.
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| **Useful Online / Web Resources:** |
| * <https://www.valamis.com/hub/performance-management>
* <https://peoplemanagingpeople.com/tools/performance-management-tools/>
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**Details of Assessments (as per Template):**

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| **CLOs** | **Direct Assessments** |
| QUIZ 1 | QUIZ 2 | QUIZ 3 | QUIZ 4 | Quiz 5 | CP Case 1 | CP Case 2 | CP Case 3 | Case Study 1 | Mid Project | Final Project  | MIDTERM EXAM | ENDTERM EXAM | Class Participation |
| 1 | \* |  |  |  |  | \* |  |  | \* |  |  | \* |  | \* |
| 2 |  | \* |  |  | \* |  | \* |  |  | \* |  |  | \* | \* |
| 3 |  |  | \* |  |  |  |  | \* |  | \* | \* | \* | \* | \* |
| 4 |  |  |  | \* |  |  | \* |  |  | \* | \* |  | \* | \* |