



COMM 335: Organizational Effectiveness

Fall (September - December), 2016

Instructor Information

Instructor	Email	Phone	Office Hours
Muhammad Rahman	Rahman@unbc.ca	250-552-3931	By appointment

General Information

Course Description

This course will cover development and implementation of performance management systems. Course content and activities will focus on the breadth of performance management systems, including, strategic and general considerations in performance management, implementing a performance management system and employee development.

My Objective as a Facilitator of Your Learning

My objective is to provide you with practical knowledge that you can use in your career. To facilitate your learning, I will use the book, my experience and also draw from your experience to enhance learning. I want you to think outside the box.

Course Learning Objectives

What any individual learner takes away from any course is, of course, highly variable. Nevertheless, at a minimum, following completion of this course, you should be able to:

1. Explain the concept of Performance Management and describe a complete performance management system;
2. Explain how to implement and maintain an effective performance management system;
3. Explain the different mechanisms and techniques that could be used to maintain or improve employee performance; and,
4. Explain the effect of reward systems and legal issues on a performance management system.

Course Expectations

- **Emails:** I will not send grades or otherwise private student information (group member's email etc) via email. Assignments will not be accepted via email unless otherwise stated.
- **Active Participation.** Students are expected to attend, take notes, and participate in class. Students are expected to maximize their own learning by actively participating in all activities. This includes raising questions for discussion or clarification, bringing their own work and other organizational (only professional and academic) experiences to discussion, and interacting professionally and ethically with classmates and with the instructor.



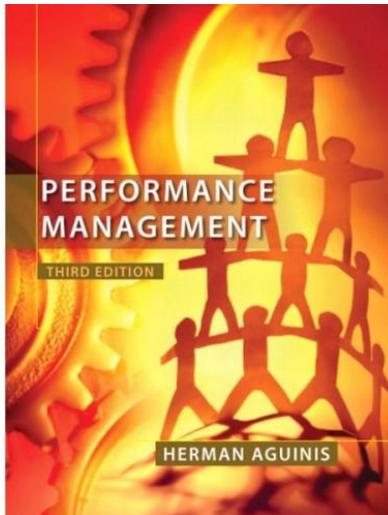
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- **Follow Instructions.** Carefully read the instructions for your written assignments described in the course outline. Strictly follow the instructions regarding page limit/font size/margins for your written submissions. In any case do not exceed the required standard page limits for all submissions.
 - **Cheating, plagiarism, and other instructional offences are not tolerated.** Please follow academic standards.
 - **Respect Deadlines.** All deadlines need to be respected, and exceptions will be granted only in extraordinary cases. No make-up case study, no make-up assignment. Projects which are submitted after the due date without an agreed upon extension are considered late assignments. Assignments must be handed in at which they are due. Submission of late assignments requires the prior consent of the instructor otherwise the penalty on late assignments is a grade loss of 10% per day up to a maximum of 3 days, after that assignments will not be accepted. Computer failure, printing problems, work for other classes, other exams and many other excuses are not acceptable. You may not miss a day when you are scheduled for exam and presentation in the class. Except under unusual circumstances, you have 24 hours from the time you miss your exam to contact me about your absence. Without an appropriate reason and documentation, you will receive a zero for the missed exam and presentation. **PLEASE DO NOT BOOK ANY TRAVEL TIME DURING EXAMS OR ANY OTHER ASSIGNMENT DUE DATES OR GROUP WORK DATES.**
 - **Respect your classmates' desire to learn.** In class, turn off all cell phones or other electronic communication devices.
 - **Late arrivals and early departures are not acceptable in this class.** Do not 'leave' early, that is, pack up books, stand up, etc. near the end of the class. The class period is over when the allocated time is completely up or when the instructor dismisses the class. Meetings for other classes, appointments with advisors, work excuses, catching rides home, attendance at family social functions, sporting events and many other personal reasons are not considered "excused" absences. Any student missing more than 1/3 of the class periods for any reason should withdraw and retake the course; those missing 1/3 of the class periods will not be awarded a passing grade in the course. Late students conspicuously disturb the learning experience for their classmates. As a courtesy, you should plan to arrive no later than the start of class (if not sooner). I reserve the right to reduce your final course grade by half a letter grade or a letter grade (in proportion to the extent of lateness and absences) if I deem attendance and punctuality problems to have interfered your learning or the learning of others.

If at any time something seems unclear or unreasonable to you, please make an appointment to discuss it. I am open to your suggestions and comments. This class is meant to be an open forum for learning and discussion. Perhaps you have a question about some class material but feel uncomfortable asking it in class it or the question does not occur to you until afterwards. Or perhaps you are working on a class assignment and have a question about getting started or want a second opinion to assess whether you're appropriately approaching the project. In instances such as these, please contact me.

Course Materials

Required Text Book

Performance Management - Third Edition. Herman Angus



General Information

- For Academic Policies and Procedures, please refer to the UNBC Calendar
- It is your responsibility to check Blackboard regularly for any notices, reading assignments and other information related to the course
- Please remember not to send me e-mails from within BlackBoard. Use the e-mail address provided on the first page of this outline
- If there are students in this course who, because of a disability, may have a need for special academic accommodations, please come and discuss this with me, or contact Access Resource Center located in the Teaching and Learning Centre, Room 10-1048

Assignments and Grading

Components	Due Date	Weight
Group Assignment <ul style="list-style-type: none"> • Presentation: 10% (November 21, 2016) • Paper: 30% (November 14, 2016) • Peer Evaluation: 5% (November 21, 2016) 	Multiple	45%
Resume Evaluation Exercise	November 7, 2016	10%
Active Participation (10 classes @ 1.5 mark each) If you are not in class: 0 If you are in class but no participation: Maximum 25% If you are in class and participate: 100% of assigned mark		15%
Final	TBD	30%
Total		100%



Topics We Will Cover

Date	Topics	Activities
September 12, 2016	Introduction Chapter 1: Performance Management and Reward Systems in Context	Introduce yourself Group formation Resume evaluation: Submit your resume without your names or any identifiable information.
September 19, 2016	Chapter 2: Performance Management Process	In your groups, outline a performance management system (high level) for an organization and job of your choice. You will need to find or develop the organizational strategy, priorities, etc, and a job description and specification for your chosen job. If you cannot find an existing job description, develop one of your own, using O*Net and/or the NOC. http://www.onetonline.org/ http://www30.hrsdc.gc.ca/NOC/english/NOC/2006/EmployersHandbook.aspx http://www5.hrsdc.gc.ca/NOC/English/NOC/2011/Introduction.aspx
September 26, 2016	Chapter 3: Performance Management and Strategic Planning	Develop and describe your strategic plan, linking individual performance to unit and organizational priorities. Resume Evaluation
October 3, 2016	Chapter 4: Defining Performance and Choosing a Measurement Approach	Examine your mission and vision statements and amend them if necessary. If you do not have mission and vision statements, develop them according to the guidelines in the text. Resume Evaluation
October 17, 2016	Chapter 5: Measuring Results and Behaviors	Develop a performance measurement framework for your job. Describe all the performance dimensions that you need to measure for your job, select an appropriate measurement methodology and explain why you have chosen it.
October 24, 2016	Chapter 6: Gathering Performance Information	Develop and explain your performance appraisal measure and administration Develop and explain your communications plan for your performance measurement system implementation. Resume Evaluation
October 31, 2016	Chapter 7: Implementing a Performance	Develop an aide- memoire for supervisors to follow when they need to counsel employees for poor performance, and build that into your performance management system.



	Management System	Resume Evaluation
November 7, 2016	Chapter 8: Performance Management and Employee Development	Resume Evaluation Paper Due
November 14, 2016	Chapter 9: Performance Management Skills	Final Paper Due
November 21, 2016	Group Presentation Peer Evaluation	
November 28, 2016	Chapter 10: Reward Systems and Legal Issues Chapter 11: Managing Team Performance	Final Exam Discussion
December 6 - December 16, 2016 - Final Exam Period *** PLEASE DO NOT BOOK ANY TRAVEL OR ANY OTHER EVENTS REQUIRING YOU TO BE ABSENT***		

Group Project

Build a Performance Management System. Your group project will be to develop a complete performance management system, focused on an organization and a job, of your choice. As a group, you can select an organization and a job within that organization, or you can base your project on a fictional organization and job. In either case, you will need to provide a description of the Organization and the job in your report. Each week we will discuss one or more aspects of a performance management system and you will incorporate that material into your assignment. The final report will be a proposal for a complete performance management system, including a description, explanation, and, substantiation for each aspect, including:

- Overall performance management system, including a discussion of pertinent legal issues;
- Performance management strategy, linking individual performance to unit and organizational priorities;
- Reward system;
- Performance measurement framework, including proposed performance measures;



- Performance appraisal measure and process;
- Communications plan;
- Guidance for supervisors to improve poor employee performance.

All groups will present their project in class and then submit a final report.

Presentations (10 marks) - Each group will have 15 minutes to present their project in class (10 minute presentation, 5 mins for questions and feedback). You should present your proposal as if you were proposing your new performance management system to the senior executives of your company. Your job is to convince the executives to adopt your system. Grades will be based on overall professionalism and effectiveness of the presentation.

Final Report (30 marks) - You will submit a report no more than 6 pages, formatted in Arial, 11 pt font, double spaced. Grades will be based on:

- 1) Clarity and quality of your paper structure and writing (5 marks)
 - Layout and format of report is professional
 - Writing is clear (spelling, punctuation, grammar, sentence structure, etc.)
- 2) Technical Quality (25 marks)
 - The proposed performance management system is thorough and complete
 - The proposed performance management system is appropriate for the chosen job, and all aspects are linked to unit and organizational priorities
 - The proposed system is empirically based

Presentation Slides

- I will put the slides after the class is over
- Slides are dynamic and I change them during the lecture
- Some of the slides also reflect in class discussion

Final Exam

Exams will be closed book and you will not be allowed to bring any course materials into the exam with you. Exams will not be re-scheduled.

I will only test you on the materials we cover in class and on the slides. Final Exam will be out of 100 marks (50 marks multiple choice and 50 true/false).

Classroom Expectations

Attendance - It is imperative that you attend each class. Attendance will be taken each class.

Participation - You are expected to participate in class. This provides you with an opportunity to develop skills in presenting your point of view, in listening to the views of others, and in helping others learn and therefore learn from them. This will represent 15% of your mark.



Peer Evaluation

- You will evaluate your peers based on their performance in your learning for the group project. We will discuss this further in class.

Bonus Marks

- Depending on your work and performance, I “may” offer bonus marks. It is entirely up to my discretion based on what I observe in class regarding your performance. This is not an entitlement.

Grading

Grading System see website

www.unbc.ca/calendar/undergraduate/general/regulations.html

Excellent	A+	=	90-100
	A	=	85-89.9
	A-	=	80-84.9
Good	B+	=	77-79.9
	B	=	73-76.9
	B-	=	70-72.9
Satisfactory	C+	=	67-69.9
	C	=	63-66.9
Marginal	C-	=	60-62.9
	D+	=	57-59.9
	D	=	53-56.9
Failure:	D-	=	50-52.9
	F	=	0-49.9

Plagiarism and Academic Misconduct

It is the student's responsibility to be aware of UNBC's Academic regulations, policies and procedures as described in the University calendar.

A definition of academic misconduct includes:



Cheating (using unauthorized material, information, or study aids in academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation and any and all other actions that may improperly affect the evaluation of a student's academic performance or achievement, assisting others in any act, submission of the same work for grades in two courses without permission of the instructor or attempts to engage in such acts.

The regulations on plagiarism apply to all material submitted for a grade: essays, exams, assignments, cases, presentations, quizzes, and practice sets. Any case of suspected academic misconduct will be reported to the campus registrar. If the student is found guilty of academic misconduct there are both grade penalties and disciplinary penalties. Before there is any intention (on your part) or suspicion (on the part of your instructor or your peers) of wrongdoing, please see the instructor to discuss any problems of this nature. If your paper closely resembles a paper from this class or any other class (either written by you or another student, in this semester or any other), this will be considered an infraction of the academic misconduct code.

Respect

Please demonstrate respect to your fellow students who express their thoughts and explore new ideas in the course.

Ethical Standards

The following behaviors are considered unethical:

1. Telling the instructor that you "need" a certain grade
2. Asking for extra assignments for the purpose of raising a grade
3. Asking that the grade be raised because it is very close to the next higher grade
4. Asking that the grade be raised because you did very well on one part of the course or grading scheme
5. Asking for a higher grade because you don't like the grading scheme
6. Asking to be allowed to turn in an assignment late - even a few minutes late - because of computer or printer problems or any other reason
7. Asking to be treated better than other students by making an exception to the rules
8. Asking for any other unfair advantage in grading

Access Resource Center

If there are students in this course who, because of a disability, may have a need for special academic accommodations, please feel free to meet with the instructor to review your specific needs or contact the Access Resources Centre located in the Teaching and Learning Centre, Main Floor West Block Room 10-1048 Tel 250-960-5682 or via email arc@unbc.ca For more information, please visit their website www.unbc.ca/arc

Academic Advising

For academic advising please contact the Recruitment and Advising Centre Room 7-714, by email: advising@unbc.ca or via phone at 250-960-6494.



Academic Success Center

For tutoring online or in person; download handouts on writing, math, and referencing; receive study assistance; and much more, please see the Learning Skills Centre. Their website is www.unbc.ca/asc

The Learning Skills Centre is committed to supporting and enhancing student learning and to providing the skills students will need to become life-long learners. Through collaborative partnerships, we offer services and resources that empower students to take responsibility for their own learning. Our students' success is our ultimate measure of accomplishment.

This site provides you with access to:

- Free online tutoring
- Downloadable handouts for writing, study skills, math, and presentation skills
- Access to self-assessment sites for learning styles, grammar, math, etc.
- Information about face-to-face tutoring and how to book an appointment
- Special programs and workshops offered through the Centre

For more information, please contact the Academic Success Centre located in the Teaching and Learning Building, Room 10-2584 or via Tel 250-960-6367 Fax 250-960-5425 or via email asc@unbc.ca. Their website is www.unbc.ca/asc