



COURSE SYLLABUS & OUTLINE

Course Title: Effective Performance Management

Quarter: Spring 2009

Meeting Times: April 15 – June 17; Wednesdays 6-9pm

Location: Sutter Square Galleria 2901 K Street

Instructor:

Contact info:

Course Description: This course is designed to assist Human Resources professionals and operational managers in giving effective performance appraisals that help motivate employees to achieve higher productivity. Several key topics are covered, including how to: (1) establish performance criteria; (2) use various appraisal formats; (3) conduct a meaningful performance discussion; (4) initiate on-going coaching; (5) avoid common mistakes that are made by managers in evaluating their employees; and (6) encourage employees to prepare for a performance discussion.

Performance appraisals often raise the anxiety levels of both managers and employees alike. Thus, special emphasis will be placed on how to prepare for and conduct performance discussions that are objective, complete, and defensible. Students will share experiences and participate in various exercises to ensure that they fully understand ways to get the best possible performance from employees.

Goals & Objectives:

The goal of this course is for students to effectively implement and manage a Performance Management System in support of the strategic goals of the organization. Students will:

- ~ Gain a working knowledge of performance management systems.
- ~ Gain an enhanced ability to communicate effectively on issues relating to performance management.
- ~ Learn appropriate terminologies and practices regarding performance management.
- ~ Learn effective techniques for conducting an effective performance appraisal, and ways to coach members of management.

Required Readings: Michael Armstrong, Performance Management: Key Strategies and Practical Guidelines, 3rd Edition, Kogan Page Limited, Philadelphia, PA 2006

Grading:

Course grades will be based on participation and completion of assignments as follows:

<u>%</u>	<u>Item</u>
20%	Class Participation (20 Points)
25%	Research & Position Paper (25 Points)
30%	Performance Appraisal Project (30 Points)
	Written Appraisal (20 Points)
	Delivery of Appraisal (10 Points)
25%	Final Examination (25 Points)

Every student can earn a maximum of 100 points for this course. Grades will be assigned based upon the points earned as follows:

- 94 - 100 Points.....A
- 90 - 93 Points.....A-
- 86 - 89 Points.....B+
- 82 - 85 Points.....B
- 78 - 81 Points.....B-
- 74 - 77 Points.....C+
- 70 - 73 Points.....C
- 66 - 69 Points.....C-
- 60 - 65 Points.....D
- 59 Points and less....F

Students are expected to attend class and actively participate in discussions and activities associated with the course. Repeated absences from the class may affect your grade. If a student is unable to attend a class session they are asked to inform their instructor either in person, via email or voicemail message. Two or more consecutive absences, without notifying the instructor, may result in a recommendation to drop you from the class.

Please note that **ALL COURSE GRADES ARE FINAL.**

Incompletes: The interim grade Incomplete may be assigned when a student's work is of passing quality, but a small portion of the course requirements is incomplete for good cause (e.g. illness or other serious problem). It is the student's responsibility to discuss with the instructor the possibility of receiving an "I" grade as opposed to a non-passing grade. The student is entitled to replace this grade by a passing grade and to receive unit credit provided they complete the remaining coursework satisfactorily. The "I" grade must be replaced by the submission of a final grade by the instructor within one year (365 days) of the course end date or the "I" grade will be replaced with "WD" (indicating withdrawn, no academic credit).

Student Behavior involving cheating, copying other's work, and plagiarism are not tolerated and will result in disciplinary action. Students are responsible for being familiar with the information on Student Conduct under Student Services or on the website: <http://sja.ucdavis.edu>.

Classroom Courtesies

While it is recognized that each student must attend to personal and family emergencies it is requested that this be done in a non-disruptive manner. Therefore it is requested that all pagers or cellular phones are either turned off, on silence mode or set to vibrate.

COURSE OUTLINE

Effective Performance Management

Date/Topic	Assignments	Readings
April 15, 2009 Class 1	Introductions Basics & Principles of Performance Management	
April 22, 2009 Class 2	Performance Appraisal Process Performance Appraisal Forms Approaches to Appraisal Forms	Chapter 2
April 29, 2009 Class 3	Submit Position Paper Idea Performance Planning Goals & Objectives	Chapters 3 - 4
May 6, 2009 Class 4	Assessing Performance Reviewing Performance Managing Performance Year-Round	Chapters 5-7
May 13, 2009 Class 5	Improving Performance Performance Management & Learning Pay for Performance	Chapters 8, 10 and 11.
May 20, 2009 Class 6	How to write a fair appraisal How to conduct an appraisal discussion Position Paper Due	
May 27, 2009 Class 7	360-Degree Feedback Performance Management Roles Written Performance Appraisal Due	Chapters 12- 13
June 3, 2009 Class 8	Creating a Performance Management System Performance Management Training Evaluating Performance Management	Chapters 14- 16
June 10, 2009 Class 9	Oral Presentation – Delivery of Performance Appraisals Final Exam Hand-out	
June 17, 2009 Class 10	Oral Presentation – Delivery of Performance Appraisals Final Exam Due	