

Claremont Graduate University

HRD 344

PERFORMANCE MANAGEMENT

Rod Hoover, EMBA

(909) 350-6465 - w

(909) 238-7532 - c

(909) 350-6398 – f

rhoover@californiasteel.com

rodhoover@charter.net

I. Course Objectives

To develop a broad knowledge of the multi-dimensional aspects of performance management in today's workplace. The primary focus will be on understanding the concepts of performance management as it relates to the individual, team and organization.

To gain a practical understanding of performance management including performance planning, measurement, assessment, appraisal and execution.

II. Required Material

Aguinis, H. (2009) Performance Management 2nd Edition, Upper Saddle River, NJ, Pearson Education Inc.

III. Course Overview

7/15	Introduction to Performance Management	Chapters 1-2
7/22	The Organizational Perspective Strategic Execution The Performance Management Cycle	Chapters 3 & 7
7/29	The Team Perspective Performance Measurement & Assessment Setting Goals and Expectations	Chapters 4-6
8/5	The Individual Perspective Personal Development Plans Coaching and Getting Results PMP Presentation No. 1	Chapters 8-9

8/12	Performance Execution Development Plan Simulation PMP Presentation No. 2	
8/19	360° Feedback Systems Legal Implications Performance Appraisal Simulation PMP Presentation No. 3	Chapters 10-11
8/26	Performance Management & Compensation Performance Improvement Plan Simulation PMP Presentation No. 4 (if applicable)	
9/2	Research Paper Due	

IV. Course Requirements

You are required to:

- Have assigned readings completed before class
- Attend classes
- Participate in simulations or presentations
- Do all assigned work and turn in by the due date
- Write papers at graduate school level with bibliography and citations

V. Grading

25%	In-class participation in discussions and activities
45%	Participation in a Simulation or a PMP Presentation
30%	Analysis of a Performance Management Program (due 9/2)

Simulations or PMP Presentations

During the Performance Management course you will be given the opportunity to participate in one of three simulations or make a presentation on a Performance Management Program. Both are a team project involving at least three individuals. During the first class, you will select whether or not you are going to be in a simulation or make a presentation on a Performance Management Program. If it is the latter, you will also select the date of the presentation.

The Simulations

The simulations are The Development Plan, The Performance Appraisal and the Performance Improvement Plan. You will receive your role information on the second week of class. Before the simulation, you and your team should select roles (Employee, Manager or Observer), discuss the issues, decide the tone of the simulation and decide the extent of the interaction on each of the subject areas. The simulation should be 45 minutes in length. The observer's feedback should last 15 minutes and include solicitation of feedback from the other course participants.

Simulation participants will be graded on their effectiveness to simulate a "real life" situation and achieve their goal. The observer will be graded on how well they critique the simulation and facilitate discussion with class participants.

The PMP Presentations

If you elect, with two other students, to make a presentation on a Company's Performance Management Program (PMP), you will need to decide your presentation roles. You will critique a PMP, using course information and cover all of the following:

- 1 - Introduction
- 1 - Goals and Objectives of the PMP
- 1 - Components of the PMP
- 2 - Relationship to Compensation
- 2 - Strengths & Weaknesses
- 3 - Recommendations for Improvement
- 3 - Summary

Presentation participants will be graded on the thoroughness and presentation style. PowerPoint presentations are not required, but handouts are highly recommended.

Research Project

You are to contract an employer (it may be your own) and interview someone familiar with the Performance Management Program. You should develop an understanding of how the program works including all the components.

You should analyze the PMP you have selected including any strengths or weaknesses that you have discovered.

After you have done your basic analysis, you should review available literature to support your analysis of the PMP. You should select at least 4 references to support your analysis.

Lastly, you should write up your findings including:

- Executive Summary
- Background & Literature Review
- Goals and Objectives of the PMP
- Components of the PMP
- Relationship to Compensation
- Strengths & Weaknesses
- Recommendations for Improvement
- Conclusion
- Bibliography

The research paper should be 8 to 10 pages, double-spaced, excluding cover page & bibliography. While the PMP Presentation is a team project, the paper is not a team project. Though if you made a PMP presentation, I understand that many components of your paper may be similar, but the literature review, recommendations and conclusion should have you own take of the program.

Note: Some organizations consider their Performance Management Programs to be sensitive information. Please make sure you obtain approvals or take whatever steps are necessary to protect the confidentiality of the employer.

You can e-mail your paper in Word format at any time, but no later than September 2, 2009. Make sure to include copies of the pertinent PMP documents in Word, Excel or PDF format. Do not send anything in “docx” format.