HRM520: Managing Performance for Results
Credit Hours: 3
Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 10-25 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes
This course incorporates the human resource management functions from the managerial perspective with the concerns of organizational performance and stakeholders from the leadership viewpoint. Performance improvement and change management will be addressed as the course examines the process of improving individual and team performance.
Students will examine the paradigms of performance and management as they apply to managing and leading effective organizations in today’s dynamic legal, social, and economic environment. Elements to be addressed include: human resource strategy, training and development, performance appraisals, compensation, retention, and human resource systems effectiveness.

Course Learning Outcomes
1. Describe the basic principles of effectively managing people.
2. Discuss the theories in human resource system designs.
3. Identify the multiple factors and components that need to be incorporated into human resource management.
4. Demonstrate effective management and leadership skills in human resource systems.

Participation & Attendance
Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

Course Materials
Textbook Information is located in the CSU-Global Booklist on the Student Portal.
## Course Schedule

### Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards**: The original post must be completed by Thursday at 12 midnight MT and Peer Responses posted by Sunday 12 midnight MT. Late posts may not be awarded points.
- **Critical Thinking Activities**: Assignments are due Sunday at 12 midnight MT.

<table>
<thead>
<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Chapter 1 in <em>Performance Management</em>&lt;br&gt;• Jeston, J. (2008). High Performance Management, <em>Industrial Engineer</em>, 40(5), 33-37. (This article can be found in the Article Reserve.)&lt;br&gt;• Colven, G., Demos, T., Mero, J., Elliott, J., &amp; Yang, J. (2007, October). Leader Machines. <em>Fortune</em>, 156(7), 98-106. (This article can be found in the Article Reserve.)&lt;br&gt;• <em>Performance Management and Reward Systems in Context</em> (PowerPoint)</td>
<td>• Discussion Board (25)&lt;br&gt;• Critical Thinking (50)&lt;br&gt;• Reflection (5)</td>
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<tr>
<td>2</td>
<td>Chapter 2 in <em>Performance Management</em>, supplemental material: Performance Management Process&lt;br&gt;• Rafferty, A.E., &amp; Griffin, M.A. (2006). Refining Individualized Consideration: Distinguishing Developmental Leadership and Supportive Leadership. <em>Journal of Occupational and Organizational Psychology, 79</em>, 37-61. (This article can be found in the Article Reserve.)</td>
<td>• Discussion Board (25)&lt;br&gt;• Critical Thinking (50)&lt;br&gt;• Reflection (5)</td>
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<td>3</td>
<td>Chapter 3 in <em>Performance Management</em>, supplemental material: Performance Management and Strategic Planning&lt;br&gt;• Learning on the rise as the company grows (2007). <em>T&amp;D</em>, 61(10) 50-52. (This article can be found in the Article Reserve.)</td>
<td>• Discussion Board (25)&lt;br&gt;• Critical Thinking (50)&lt;br&gt;• Reflection (5)</td>
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<td>4</td>
<td>Chapters 4 &amp; 5 in <em>Performance Management</em>, supplemental material: Defining Performance and Choosing a Measurement Approach&lt;br&gt;• Chapter 5 - <em>Performance Management</em>, supplemental material: Measuring Results and Behaviors&lt;br&gt;• Read and comprehend the principles of the quality programs: ISO 9000, Six Sigma, Deming System, Baldrige Award. You can use your own sources or the following links:&lt;br&gt;  • Quality management principles&lt;br&gt;  • Six Sigma Methodology&lt;br&gt;  • Deming’s 14 Points&lt;br&gt;  • The Baldrige Criteria for Performance Excellence</td>
<td>• Discussion Board (25)&lt;br&gt;• Critical Thinking (50)&lt;br&gt;• Reflection (5)</td>
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<tr>
<td>Chapter</td>
<td>Supplemental Material</td>
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Assignment Details

This course includes the following assignments/projects:

**Week 1**

**Critical Thinking: Case Study** (50 points)
“Reality Check; Ideal vs Actual Performance Management System”

You may select your current organization or one that you have researched on the Internet. Submit your findings (1-3 pages) in the Assignment Dropbox as a file titled as follows:

LastNameFirst Initial_PaperTitle
For example: SmithJ_RealityCheck

**Reflection** (5 points)
Reflect on what you have learned in this module in 3-5 bulleted points. Please write your bulleted points directly into this Assignment Dropbox.

**Week 2**

**Critical Thinking: Case Study** (50 points)
“Performance Management at the University of Ghana” Please answer the questions that follow. Submit your findings (600-1200 words) in the Assignment Dropbox as a file titled as follows:

LastNameFirst Initial_PaperTitle
For example: SmithJ_MBTIOutcomes

**Reflection** (5 points)
Reflect on what you have learned in this module in 3-5 bulleted points. Please write your bulleted points directly into this Assignment Dropbox.

**Week 3**

**Chapters 10 & 11 in Performance Management**
**Chapter 10 - Performance Management**, supplemental material: “Reward Systems and Legal Issues Overview”
**Chapter 11 - Performance Management**, supplemental material: “Managing Team Performance: Overview”
**Van Herpen, M., Cools, K., & Van Praag, M. (2006). Wage Structure and the Incentive Effects of Promotion. Kyklos, 59(3), 441-459. (This article can be found in the Article Reserve.)**

**Discussion Board (25)**
**Reflection (5)**
**Portfolio Assignment (350)**
Critical Thinking: Case Study (50 points)
“Evaluating Vision and Mission Statements at Harley-Davidson” or you may choose an organization of your choice (be sure to include a copy of the vision and mission statement in your submission). Address the questions posted. Submit your findings (600-1000 words) in the Assignment Dropbox as a file titled as follows:

LastNameFirst Initial_PaperTitle
For example: SmithJ_MBTIOutcomes

Reflection (5 points)
Reflect on what you have learned in this module in 3-5 bulleted points. Please write your bulleted points directly into this Assignment Dropbox.

Week 4

Critical Thinking: Case Study (50 points)
Apply the principles of one of the quality programs you have researched from your Readings to an organization of your choice. In your paper, please provide background information on the organization, why you selected the quality program for that organization, and how the quality program may help enhance the organization’s performance. Submit your findings (600-1000 words) in the Assignment Dropbox as a file titled as follows:

LastNameFirst Initial_ PaperTitle
For example: SmithJ_MBTIOutcomes

Reflection (5 points)
Reflect on what you have learned in this module in 3-5 bulleted points. Please write your bulleted points directly into this Assignment Dropbox.

Portfolio Milestone:
Begin reviewing and evaluating material for your paper due in Module 5.

Week 5

Critical Thinking: Case Study (110 points)
Paper (1200-2400 words): Review an organization’s vision, mission, and strategy; and examine its approach to its management and leadership of performance management in the areas including but not limited to: systems and processes, standards and measurement indices, and performance appraisals. In your paper, discuss the degree to which the strategy and performance management of human resources is aligned. Also, discuss your own insights and thoughts to enhancing the alignment.

Your paper should follow CSU-Global APA Guidelines and contain concepts from the reading materials. Your paper should also reflect your insight and analysis of both materials and external information to provide an original and thoughtful paper.

For organization purposes, please submit your written Papers electronically to the Assignment Dropbox as a file titled as follows:

LastNameFirst Initial_PaperTitle
For example: SmithJ_MBTIOutcomes

Reflection (5 points)
Reflect on what you have learned in this module in 3-5 bulleted points. Please write your bulleted points directly into this Assignment Dropbox.
Week 6

Critical Thinking: Case Study (50 points)
“Implementing A Performance Management Communication Plan At Accounting, Inc.” (7-1 p. 175) Submit your findings (600-1000 words) in the Assignment Dropbox as a file titled as follows:

LastNameFirst Initial_PaperTitle
For example: SmithJ_MBTIOutcomes

Reflection (5 points)
Reflect on what you have learned in this module in 3-5 bulleted points. Please write your bulleted points directly into this Assignment Dropbox.

Week 7

Critical Thinking: Case Study (50 points)
Create your own development plan as it applies to a current organization with which you are involved. In your plan, address the plan objectives, the content of your plan, and the developmental activities.

For organization purposes, please submit your written Papers electronically to the Assignment Dropbox as a file titled as follows:

LastNameFirst Initial_PaperTitle
For example: SmithJ_MBTIOutcomes

Reflection (5 points)
Reflect on what you have learned in this module in 3-5 bulleted points. Please write your bulleted points directly into this Assignment Dropbox.

Week 8

Reflection (5 points)
Reflect on what you have learned in this module in 3-5 bulleted points. Please write your bulleted points directly into this Assignment Dropbox.

Portfolio Assignment (350 points)
(8-12 pages): Create a presentation of an ideal performance management system that you would implement as a leader of an organization (fictional or real organization). Be sure to include information which addresses:

- Organizational Strategy: including description of the organization’s purpose, vision, mission
- Systems: including defining & measuring results, appraisals, compensation
- Implementation Factors: including communication plan, appeal process.
- Employee Development Considerations

Your project should be presented either in Powerpoint or follow CSU-Global APA Guidelines and contain concepts from the reading materials. Your paper should also reflect your insight and analysis of both materials and external information to provide an original and thoughtful paper.

For organization purposes, please submit your project electronically to the Assignment Dropbox as a Word file titled as follows:
Post your Portfolio Project Reflection to the Discussion Board. The reflection should include a paragraph or two that addresses your thoughts on the project such as: how did this project add value to my profession, how did this project align with course goals, personal goals, and/or professional goals, and how did this project demonstrate my achievement of program competencies?

For project details, see the Portfolio Project Description, which can be accessed from the Week 8 Assignments page.

**Course Policies**

### Course Grading

- 20% Discussion Participation
- 45% Critical Thinking Activities
- 35% Final Portfolio Paper

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<thead>
<tr>
<th>Grade</th>
<th>Percentage Range</th>
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<tbody>
<tr>
<td>A</td>
<td>95.0 – 100</td>
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<tr>
<td>A-</td>
<td>90.0 – 94.9</td>
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<tr>
<td>B+</td>
<td>86.7 – 89.9</td>
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<tr>
<td>B</td>
<td>83.3 – 86.6</td>
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<tr>
<td>B-</td>
<td>80.0 – 83.2</td>
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<tr>
<td>C+</td>
<td>75.0 – 79.9</td>
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<tr>
<td>C</td>
<td>70.0 – 74.9</td>
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<tr>
<td>D</td>
<td>60.0 – 69.9</td>
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<tr>
<td>F</td>
<td>59.9 or below</td>
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### In-Classroom Policies

For information on late work and Incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

### Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see CSU-Global Guide to Writing and APA Requirements for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

### Citing Sources with APA Style

All students are expected to follow the CSU-Global Guide to Writing and APA Requirements when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions on your course’s Assignments page.
Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.