

MGMT 5116 A
Managing Performance
WINTER 2025

Instructor: Asit Kaul
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Office Hours: By appointment

Class Meeting: Tuesday, 8.35 am to 11.25 am
Modality: In Person (except session 1, which will be on Zoom)

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Course Calendar Description:

Principles and techniques relating to the development, support, and evaluation of employee performance in organizations. Models of individual and organizational performance; identifying high performing employees; methods of measuring performance; employee development and incentive systems.

Course Description:

Performance management involves designing, implementing, and optimizing processes responsible for enhancing performance of individuals and teams in alignment with organizational strategy and goals. This MBA-level course on performance management delves into the principles and processes necessary for effectively developing and implementing performance management systems within organizations. Given the limited time duration (6 weeks), the course will cover select topics to ensure students learn the essential knowledge to design, deploy, and optimize performance management systems aligned with organizational goals and enhancing overall employee performance and growth. In particular, the following topics, some in-depth while others at the conceptual level, will be covered:

1. Performance Management Process
2. Strategic Planning
3. Reward Systems and the Law
4. Performance Measurement and Analytics
5. Performance System Roll Out Planning
6. Employee Development and Coaching
7. Current Practical and Ethical Challenges

Course Learning Objectives:

1. Understand and describe the core concepts and structure of a complete performance management system.
2. Evaluate strategic decisions necessary for developing and maintaining effective performance management systems.
3. Assess employee development and coaching tools to improve employee performance.
4. Articulate the impact of reward systems and legal considerations on performance management systems, along with current practical and ethical challenges.

Course Prerequisites: MGMT 5100

Required Materials:

Aguinis, H. (2023). *Performance management* (Fifth edition). Chicago Business Press.

Students can also utilize the earlier edition (Fourth edition) of this book. One copy is available in the Carleton library and the book can also be purchased through the Campus bookstore (eBook: \$76 approx.). Any additional readings or cases used in this course are either available in Brightspace or accessible through the library website.

Final Exam Date: February 25, 2025

Drop Course Policy: The deadline for academic withdrawal follows the dates prescribed by Carleton University: <https://calendar.carleton.ca/academicyear/>

Grading Scheme:

Class Participation (Individual)	15%
Performance Dynamics Review (Group)	20%
Performance Management Project (Group)	30%
Final Exam (Individual)	35%
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TOTAL	100%

Groups of 3 or 4 members each will be self-selected by the students for group assignments. The list of members for each group must be emailed to the instructor by January 10, 2025 (11.59 pm EST) – within 3 days after the first session.

- **Class Participation (Individual) (15%):**

Each student is required to actively engage in class discussions in a constructive manner. Participation entails attentive listening, sharing opinions and knowledge, asking questions, actively engaging in class exercises, and providing constructive feedback professionally. Absenteeism, tardiness, or unwarranted disruptions during sessions will lead to a reduction in this section's score.

- **Performance Dynamics Review (Group) (20%):**

Option 1: Performance Management Practices: Public vs Private Sector

Conduct a comparative review of Performance Management practices between the public and private sectors within a chosen country or region. Explore how the goals, strategies, and implementation of Performance Management processes vary between these two sectors, and how external factors such as regulatory environments, societal expectations, and resource availability influence Performance Management practices.

Option 2: Comparative Analysis of Performance Management in Different Industries

Choose two distinct industries (e.g., IT vs. healthcare, manufacturing vs. retail, entertainment vs. energy, etc.) and conduct a comparative review of how performance management practices are tailored to meet the unique operational and workforce dynamics of each industry. Examine factors such as industry-specific challenges, workforce composition, and market pressures, and how these elements shape the approach to performance management.

Option 3: Comparative Analysis of Performance Management Legislative and Ethical Implications

Choose two countries with distinct legal and cultural frameworks (e.g., USA vs. Japan, Canada vs. China, UK vs. UAE, etc.), and conduct a comparative review of the legislation, regulations, and ethical implications surrounding Performance Management within these countries. Explore how legal frameworks and ethical considerations influence Performance Management Systems and practices in these contrasting settings.

Option 4: Role of Emerging Technologies in Performance Management

Explore and present a review of the applications of emerging technologies in performance management to enhance employee and organizational performance. Delve into the transformative potential these technologies hold for reshaping performance management practices and discuss real-world examples illustrating their impact on organizational effectiveness, employee development, and ethical issues.

During weeks three and four, in each session, one or two groups will be tasked with presenting their review. Following are the details:

- Each group will present during one session only and will be assigned one option from the available topics.
- To facilitate topic selection, each group will email the instructor their top three choices from the provided options (in order of preference), and the instructor will assign the final topic.
- Each presenting group should prepare a concise presentation using a few slides to present their analysis within a 10-minute timeframe and a short Q&A (< 5 minutes). Presentation slides must be uploaded to Brightspace 24 hours before the presentation.

- The presentation (and Q&A) will be followed by a 15-minute class discussion, which the presenting group will lead. As part of their exploration for this assignment, groups should identify current issues, practical/ethical challenges, or pertinent conversations surrounding their chosen topic. Based on this analysis, presenting groups should prepare two discussion questions/points to guide and facilitate the class discussion, encouraging a deeper understanding and critical discussion of the topic.
- The presenting group will submit a write-up of up to 5 pages in length (excluding references or appendices) in APA 7 format (Times New Roman 12, Double Spaced, One-inch margins all around), complete with proper citations, within 2 days after the presentation via Brightspace.

- **Performance Management Project (Group) (30%):**

In this project, groups are tasked with the strategic design and development of a Performance Management System (PMS) tailored to a selected organization and job role.

Project Scope:

Organization and Job Role Selection:

- Each group will select a job role from a real organization, which may be a well-known company or a business that at least one group member has access to or experience with.
- Groups are required to email a brief description of their chosen organization and job role to the instructor for approval latest by January 19, 2025 (prior to the third session).
- A detailed description of the organization and job role is required and should be articulated in the final report.

Project Evolution:

- The project will organically evolve week by week, aligning with the course's exploration of Performance Management System components.
- Groups are encouraged to integrate course knowledge, class deliberations, and pertinent literature in developing their PMS.

Assessment Components:

Presentation (10%):

Each group will deliver a presentation encapsulating the key aspects of their proposed Performance Management System, showcasing their strategic approach towards aligning individual performance with organizational goals.

- Each group should prepare a few slides and present within a 20-minute timeframe, followed by Q&A. The presentation should articulate the devised PMS, encapsulating the core design elements and strategic insights, and contribute to class learning.
- Presentation slides must be uploaded to Brightspace 24 hours before the presentation. These presentations will be held during the last session of the course.

Report (20%):

Each group will submit a written report encapsulating the comprehensive design and strategic alignment of the proposed PMS. Groups are encouraged to be creative with the structure and content of the report. However, it should cover the following key elements:

- *Strategic Alignment*: Overall PMS design ensuring alignment with organizational objectives, addressing relevant legal and ethical considerations.
- *Performance Cultivation*: Performance Management Strategy linking individual performance to departmental and organizational goals.
- *Incentivization Framework*: Reward System design for motivating and recognizing employee performance.
- *Measurement and Evaluation*: Performance Measurement Framework including Performance Appraisal Measures and Process.
- *Roll-out Planning*: Communications strategy and other planning related to the roll-out process of the PMS.
- *Ongoing Performance Enhancement*: Guidance for supervisors on nurturing performance and facilitating employee development.

This report is due by Feb 16, 2025 (11.59 pm EST) – within 5 days after the presentation via Brightspace in APA 7 format (Times New Roman 12, Double Spaced, One-inch margins all around), complete with proper citations.

Peer Evaluation: To foster equitable division of group work and encourage fairness, students are required to submit a confidential peer evaluation form. This evaluation will be used by the instructor to determine individual grades to be assigned to each group member for group assignments in this course. Peer evaluations are due in Brightspace by Feb 16, 2025 (11.59 pm EST) – same deadline as the PMS project report. Students who do not submit a peer evaluation form will incur a thirty-percentage points penalty for their individual score in group assignments.

- **Final Exam (Individual):**

The final exam will be a paper-based, closed-book examination lasting two hours. It will assess your understanding of the course materials, including topics covered in the textbook, assigned readings/cases, lectures, discussions, and in-class work.

Late Assignments:

To ensure fairness for all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (2) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 73% if submitted the following day, and so on. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

Contribution to Program Learning Goals (MBA):

Not Covered *Learning goal is not addressed in the course, or addressed only minimally.*

Introduced *Course introduces content related to the learning goal but does not focus on it OR activities included in the course serve to cultivate this skill incidentally.*

Taught but not Assessed *Course contributes explicitly and meaningfully to student achievement of the learning goal but is not the point where competency is formally assessed.*

Taught and Assessed *Select this option if the course has been designated by the MBA CRC as the point where achievement of the learning goal will be assessed.*

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught <u>and</u> Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>				✓
MB2 Communication <i>Graduates will be effective communicators</i>			✓	
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>			✓	
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>			✓	
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>				✓

COURSE SCHEDULE

Week	Date	Topic/Agenda	Notes
1	Jan 07, 2025	Course Overview, Introduction to Performance Management, Performance Management Process (Chapter 1, 2)	Only the first session will be conducted on Zoom (Zoom link will be shared in Brightspace). All other sessions will be in person (Classroom details will be shared in Brightspace). Students to finalize groups and email the member list to instructor within 3 days after this session, along with 3 picks (in order of preference) for the topic of the Performance Dynamics Review assignment.
2	Jan 14, 2025	Strategic Planning, Reward Systems, and the Law (Chapter 3, 10)	
3	Jan 21, 2025	Measuring Performance (Chapter 4, 5) Performance Dynamics Review presentation (For assigned groups)	Performance Dynamics Review slides due 24 hours in advance and write-up due within 2 days after the sessions in Brightspace for assigned groups only.
4	Jan 28, 2025	Performance Analytics, Roll Out Planning (Chapter 6, 7) Performance Dynamics Review presentation (For assigned groups)	
5	Feb 04, 2025	Employee Development, Coaching (Chapter 8, Chapter 9)	
6	Feb 11, 2025	Performance Management Project Presentations (All groups)	Presentation slides due 24 hours in advance, and the PMS Report and Peer Evaluation Forms due within 5 days after this session in Brightspace.
	Feb 25, 2025	Final Exam	

Note: The content and schedule in this course outline are subject to change at the instructor's discretion. Any changes will be communicated in class or via Brightspace.

ADDITIONAL INFORMATION

Course Sharing Websites:

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Email Policy:

The best way to contact the instructor is to send an email. Please be sure to indicate the course number and section in your email's subject line, and your full name and student ID within the body of the email. In keeping with Carleton University policy, your @cmail accounts must be used for any email inquiries. The instructor will endeavour to answer your emails within 48 hours.

Attendance:

Students should attend all classes. Topics are interrelated and can build on each other on a weekly basis. Any missed class is detrimental to understanding new material. Absenteeism will lead to a deduction in the class participation grade. If a student cannot attend a class, the student is responsible for obtaining any missed information (i.e., contacting colleagues for notes, etc.). To be fair to other students, no class time will be used to re-visit missed information.

Group Work:

The Sprott School of Business encourages group assignments. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themselves) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you may be asked to provide a detailed written explanation for your point allocation.

Phones:

The use of phones is not permitted in class; students should turn off their phones. If special circumstances require the phone to be on, please inform the instructor in advance.

Laptops:

Laptop use in class is allowed for activities related to the class work only. Students should not use the laptop for other purposes (e.g., email or chat).

Missed Exam or Test

Missing an exam or test will result in a mark of 0.

Only in case of exceptional circumstances (medical reasons or death in the family), a make-up test may be granted when proper supporting documentation is provided. In such an event, please follow these steps:

- a. Inform instructor (by email) of the inability to write the test no later than 24 hours from the scheduled exam time.
- b. In the same email, suggest possible dates for a make-up test; note the make-up test must occur within 6 calendar days of the missed test.
- c. Provide instructor with the appropriate document(s) to support the original absence.

Incompliance to these steps leads to a test mark of 0. A make-up test is not granted for students who have other commitments or for any other non-documented reasons that conflict with test schedule. It is the responsibility of the student to accommodate the school's availability for tests. Failure to write a make-up test results in a test mark of 0.

Letter Grades:

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

Grades entered by Registrar:

WDN = Withdrawn from the course
DEF = Deferred

Academic Regulations:

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<https://calendar.carleton.ca/grad/gradregulations/>

Requests for Academic Accommodation:

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

- **Pregnancy**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. <https://carleton.ca/pmc/>

- **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for

accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: <https://students.carleton.ca/course-outline/>

Academic Integrity:

Violations of academic integrity—presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>

Centre for Student Academic Support:

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: <https://carleton.ca/csas/>

Other Important Information:

- Students must always retain a copy of all work that is submitted.
- All final grades are subject to the Dean’s approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton email account. If you do not have or have yet to activate this account, you can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>