

COURSE CODE: BUAD 412

COURSE TITLE: Strategic Performance Management

Calendar Description

Students will gain experience in assessing performance from a multiple of perspectives. To begin, students will learn the "planning, doing and reviewing" components inherent in performance management processes. Further, they will gain experience with the integration of strategy execution and performance measurement. Students will engage in the delivery of meaningful performance feedback.

Prerequisite(s): BUAD 269, BUAD 340

Co-requisite(s): None

Prerequisite For: None

Substitutable Courses: None

Graduation Requirement: BBA, Mgmt and Human Resources Mgmt Specialty Area - Elective

Transfer Credit: None

Special Notes: Students with credit for BUAD 379 Topic: Strategic Performance Management cannot take BUAD 412 for further credit.

Credits: 3

Hours per Week: 3

Originally Developed: June 2008

EDCO Approval: JUNE 2008



Learning Outcomes

Outcome	Upon completion of this course students will be able to:
1	Implement an organizations strategy using performance management processes.
2	Create a performance management system for an organization.
3	Explain how the employer-employee relationship reinforces the psychological contract.
4	Apply performance management strategies to organizations to address poor performance and implement corrective action.
5	Conduct a year end performance appraisal that provides meaningful feedback and opportunities for teams and/or individual development.
6	Explain the different roles and responsibilities of line managers and HR managers in performance management systems.

Course Objectives

Objectives	This course will cover the following content:
1	See Course Schedule

Professors

Name	Phone Number	Office	Email
Nate Massey	4291	E227	nmassey@okanagan.bc.ca

Evaluation Procedure

Assignment, Participation and Preparation	15 %
Chapter Quizzes	5 %
Term Project: Performance Management System	25 % ²
Individual Case Analysis	20 % ¹
Final Exam	35 % ¹
Total	100 %

Artificial Intelligence (AI) Policies for this course:

Generative AI tools are not permitted unless explicitly stated otherwise

The use of generative artificial intelligence tools is strictly prohibited in all course assignments unless explicitly stated otherwise by the instructor in this course. This includes ChatGPT and other artificial intelligence tools and programs. Whenever generative AI tools are permitted and used, they must be appropriately cited. (See [How to cite ChatGPT \(apa.org\)](#))

Required Materials

Aguinis, H. (2023). Performance management, 5th Edition. Thousand Oaks, CA. Sage

Additional required readings may be posted on Moodle.

Notes

¹ Students must achieve an average of 50% on the Final Exam and the Individual Case Analysis to receive a passing grade in the course.

² The term project will be completed in groups of 3-5 students. For the Term Project, 21.25% will be allocated to the content of the submission due two instruction weeks prior to the end of term. 3.75% will be allocated to the presentation that occurs during the last two weeks of the semester.

Course Schedule

(Subject to change at the discretion of the professor)

Date		Topic	Textbook
2026 Week of:		Mon, Jan 5 - Classes begin Fri, Jan 16 - Last day to register for a course and to receive a refund for course drop Mon, Feb 16 - Statutory Holiday (no classes) Tue, Feb 17 - Fri, Feb 20 - Mid-semester study break (no classes) Fri, Mar 6 - Last day to withdraw from a course without academic penalty Fri, Apr 3 & Mon, Apr 6 - Statutory Holiday (no classes) Fri, Apr 10 - Last day of regularly scheduled classes Mon, Apr 13 - Wed, Apr 22 - Final exam period – see policy.	Chapter(s):
5-Jan-26	1	Performance in Context	Ch 1
12-Jan-26	2	Performance Management Process	Ch 2
19-Jan-26	3	Performance Management and Strategic Planning	Ch 3
26-Jan-26	4	Defining Performance and Choosing Measurement Approaches	Ch 4
2-Feb-26	5	Measuring Results and Behaviours	Ch 5
9-Feb-26	6	Performance Analytics	Ch 6
16-Feb-26		Reading Week	
23-Feb-26	7	Rolling Out the Performance Management System Performance Management and Rewards	Ch 7 Ch 10, pg. 282-303
2-Mar-26	8	Performance Management and Employee Development	Ch 8
9-Mar-26	9	Performance Management Leadership	Ch 9
16-Mar-26	10	Team Performance Management Coaching Workshop	Ch 11
23-Mar-26	11	Group Project Presentations and Peer Evaluations	
30-Mar-26	12	Group Project Presentations and Peer Evaluations	
6-Apr-26	13	No Class - Statutory Holiday	
April 13-22	14, 15	Final Exam Period	

Skills Across the Business Curriculum

The School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

Student Conduct

What is the Disruption of Instructional Activities?

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

Academic Honesty: Students have a responsibility to read the [OC Academic Integrity Policy](#).

What is Cheating?

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

What is Plagiarism?

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.” “Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

What are the Students’ Responsibilities to Avoid Plagiarism?

Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication *“Plagiarism Avoided; Taking Responsibility for your Work”*. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The School of Business requires the use of the APA or MLA style but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6th edition (2009)). A copy of the APA manual is available in the reference section and available for circulation from OC libraries. The library website has access to these two major citing styles.

What are the Penalties for Plagiarism and Cheating?

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.