

**AMBERTON UNIVERSITY**  
**e-COURSE SYLLABUS**

**MGT6430.E1 Advanced Performance Management  
Winter 2025**

**PROFESSOR INFORMATION:**

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**COURSE INFORMATION:**

MGT6430.E1 Advanced Performance Management

Level: Graduate

Beginning Date of Session: Saturday, December 7, 2024

Ending Date of Session: Thursday, February 27, 2025

**Student access available to the Student Portal: Saturday, December 7, 2024**

**Winter Holiday Break:**

**Friday, December 20<sup>th</sup>, 2024, through Friday, January 3<sup>rd</sup>, 2025**

**(Classes resume on Saturday, January 4<sup>th</sup>, 2025)**

*Students enrolled in distance learning courses are not assessed any additional fees for security or identity verification.*

**COURSE PREREQUISITES:**

None

**TEXTBOOK(S) AND REQUIRED MATERIALS:**

Title: Performance Appraisal & Management  
Author: K. Murphy, J. Cleveland, M. Hanscom  
Publisher: Sage, Inc  
Year Published: 2019  
Edition: 1st  
ISBN: 13: 9781506352909

Amberton University has an agreement with eCampus.com to provide a full-service online bookstore to students. The Amberton University Virtual Bookstore is accessible through the University's website, [www.Amberton.edu](http://www.Amberton.edu). There is also a bookstore link in the Student Portal.

The AU Virtual Bookstore provides an easy to use interface, online buyback of books, and same day shipment of most titles with an average delivery time of 2-3 days depending on the student's location. Textbook options include new, used, rental, and electronic media as available.

Since no books are sold on campus, students should plan accordingly and purchase their books in advance of the first day of class, allowing time for shipping. Be certain you are enrolled in the course before purchasing your book(s). All textbook information (Title, Author, ISBN, etc.) is available in the course syllabi so students can shop competitively. Most textbooks can be purchased from many different textbook vendors. Some textbooks may only be available on the University's Virtual Bookstore. Students should be careful to obtain the exact resource(s) required for the course.

**APA Requirement**

APA (American Psychological Association) style is most commonly used to cite sources within the social sciences. This resource, revised according to the 7th edition, offers examples for the general format of APA research papers, in-text citations, endnotes/footnotes, and the reference page. For more information, please

consult the Publication Manual of the American Psychological Association, (7th ed.). All coursework at Amberton University will comply with the standards contained in the APA Publication Manual.

### **COURSE COMPETENCIES:**

This course provides students with the advanced skills necessary to understand performance management in organizations (both domestic and global) and how it impacts the business environment. The course will examine the concepts, designs, applications, and implementation of performance management that helps increase an organization's human capital. A variety of performance management topics will be discussed including strategic and general considerations such as rewards systems, process, measurement, behaviors, communications, employee development, legal issues, and team performance. The course will also explore the future of performance management by identifying alignment with strategic goals, future technology, and contextual issues affecting the performance management system.

### **UPON COMPLETION OF THE COURSE, THE STUDENT WILL BE COMPETENT IN:**

1. Identifying multiple purposes of a performance management system including strategic, administrative, informational, developmental, organizational, maintenance and documentation purposes.
2. Exploring the critical features of an ideal performance management system.
3. Researching the role of performance management in the business context.
4. Differentiating results from behaviors, performance planning, and performance renewal and re-contracting.
5. Discussing the importance of prerequisites needed before a performance management system is implemented, including knowledge of the organizations' mission and strategic goals, and understanding of the positions within the organization.
6. Identifying the various factors that determine performance, including declarative knowledge, procedural knowledge, and motivation.
7. Discovering various types of teams and how teams may require different types of performance management. Designing effective appraisal forms.
8. Designing performance management systems that focus on individual performance, an individual performance that contributes to team performance.
9. Exploring the behavioral approach to measuring performance including the identification and assessment of competencies.
10. Developing comparative performance measurement systems such as simple rank order, alternation rank order, paired comparisons, relative percentile and forced distribution (being aware of the relative advantages and disadvantages of each).
11. Discovering the psychological mechanisms leading to the inflation and deflation of performance ratings.
12. Describing the critical steps that must be taken before the performance management system is launched, communication plans, training programs, and various measurements that will provide information regarding the systems effectiveness.
13. Examining the importance and benefits of including a developmental plan as part of the performance management system.
14. Developing a performance management system that includes both task and contextual performance dimensions.
15. Discovering and identifying the critical skills managers need to manage the performance of their employees effectively, including skills regarding coaching, giving feedback, and conducting performance review meetings.
16. Understanding how the manager's personality and behavioral preferences determine his or her coaching style.
17. Designing a contingent pay plan, taking into account key variables such as the organization's culture and strategic business objectives.
18. Identifying the ethical and legal considerations for performance management as well as the point at which a performance management system allows illegal discrimination.
19. Exploring and identifying issues involved in implementing a performance system on-line.

### **COURSE POLICIES:**

1. **Late Policy for Assignments is as follows:** An assignment submitted after the due date will be assessed a **10% grade deduction for the first 2 days late and 5% each day afterward up to 5**

**days.** If circumstances arise that preclude meeting this course requirement or assignment deadline, you must notify me immediately.

- a. If an assignment is turned in 5 or more days late, the assignment will be accepted, but NO points will be earned. When submitting an assignment, please include your name, **MGT6430.E1**, and the assignment title on the first page of the assignment. When you upload your assignment to Moodle, it must be able to be opened in order for it to be considered on time.
- b. Assignments not submitted correctly will not be graded and will be returned. Resubmitted assignments must still be in by the due date. Due date credit is not given for assignments that are returned ungraded.
- c. All assignments must be submitted by 11:30 pm (CST) on the dates listed to ensure no penalty points will be applied. The student is responsible if a file is submitted that cannot be read and, therefore cannot be graded. It is acceptable to submit assignments early, however; grading will be according to the stated schedule for the due dates. No work will be accepted after one week past the due dates.

2. **Extra Credit** – There is no extra credit work in this class.
3. **Academic Resources** – When conducting research for an assignment, the majority of your sources should be textbooks or peer-reviewed academic journals, such as those found in the university library databases. Internet searches often take you to non-academic information resources such as Wikipedia.com, Ask.com, Encarta.msn.com, Infoplease.com, etc. Information gathered from these sites may be unreliable and inaccurate since they do not follow the formal oversight of the peer review process. Please avoid using these sites. They will not be permitted in this course and will not count toward fulfilling assignments.
4. **Feedback** – Feedback is provided for graded exercises and assignments within 5-6 days of the due date. Moreover, if you need feedback at any time regarding participation assignments, please ask.
5. **Incompletes** – Amberton University policy states that it is up to an instructor's discretion as to whether or not he or she grants an "Incomplete" at the end of the course.
6. **Course Contribution** – You are expected to study and learn, provide on-time completion of assignments, and regularly participate in and supply effective contributions to online discussions and activities. Those who demonstrate consistently high quality, and professional performance, and who regularly contribute to course activities will earn high grades in this course. As a guideline, you should log in to the course and participate in the discussion at least two (2) times per week. Please plan on meeting the course requirements schedule. **On rare occasions, circumstances beyond your control may result in your missing a course commitment. Please get in touch with me in advance of the due dates to discuss your situation.**
7. **Student's Responsibilities** – A successful learning experience depends on the student's willingness to stay on schedule with respect to due dates, course readings, and other requirements. You are encouraged to plan ahead and pace yourself accordingly. This syllabus contains information, policies, and procedures for a specific course. By enrolling, the student agrees to read, understand and abide by the policies, rules, regulations, and ethical standards of Amberton University as contained in the current university catalog and schedule of classes.
8. **Plagiarism** - Students agree that by taking this course, all required papers may be subject to submission for textual similarity review to TurnItIn.com for the detection of plagiarism. All submitted papers will be included as source documents in the TurnItIn.com reference database solely for the purpose of detecting plagiarism in such papers. Use of TurnItIn.com service is subject to the Usage Policy posted on the TurnItIn.com site. **The maximum Turnitin report can be at most 20%**

## ***Student's Responsibilities***

This syllabus contains information, policies, and procedures for a specific course. By enrolling, the student agrees to read, understand, and abide by the policies, rules, regulations, and ethical standards of Amberton University as contained in the current university catalog and schedule of classes.

### ***Attendance Policy:***

Regular and punctual class attendance and engagement is expected at Amberton University. In case of an absence, it is the student's responsibility to contact the professor as soon as possible. If a student intends on withdrawing from a course, it is the student's responsibility to follow the university's policy on formally withdrawing from a course. **Ceasing to attend classes does not constitute an official withdrawal.**

Attendance in a lecture course is defined as punctual arrival to, and engagement in, a full lecture session. A Student in a lecture course missing more than 20% (two class periods for weekday classes or one class period for Saturday classes) of the class meetings may be assigned a grade of an "F" or withdrawn at the discretion of Amberton University.

Attendance in a distance learning course is defined as active participation in the weekly online class sessions. "Active participation" can be defined as: submitting an academic assignment, taking an exam, engaging in an interactive tutorial, participating in an online discussion forum (or chat session), or initiating (or responding to) a communication with a faculty member about an academic assignment or the subject matter of the course. A student not meeting these requirements may be assigned a grade of an "F" or withdrawn at the discretion of Amberton University.

### **Plagiarism Policy**

Plagiarism is the presentation of someone else's work as though it were your own. If you use another person's words, ideas, or information; or if you use material from an outside source – whether a book, magazine, newspaper, business publication, broadcast, speech, or electronic media – you must acknowledge that source. Plagiarism is a violation of the University's code of student ethical conduct and is one that is taken seriously. Amberton University operates on an honor system; therefore, honesty and integrity are essential characteristics of all who are associated with the institution. All Amberton students are expected to abide by the honor system and maintain academic integrity in all their work. Amberton University and its instructors monitor student work for plagiarism and reserve the right to submit such work to technology-based plagiarism detection services and applications at any time.

Self-plagiarism means reusing work that you have already published or submitted for a class. It can involve:

- Resubmitting an entire paper
- Copying or paraphrasing passages from your previous work

Self-plagiarism misleads your readers by presenting previous work as completely new and original. Students may not submit the same paper in substance in two or more classes without prior written permission of the instructors involved.

Amberton University students who use Artificial Intelligence (AI) generated content must adhere to the following policies:

**Originality:** Students must avoid presenting AI generated content as their own original work. It is essential to acknowledge the involvement of AI in the content creation process in order to maintain academic and ethical standards.

**Paraphrasing:** When using AI generated content, students must rephrase and/or modify the generated text. Paraphrased AI generated content should also be properly cited.

**Acknowledgement:** When using AI generated content in any assignment, proper credit must be given to the AI system that generated the content. <https://apastyle.apa.org/blog/how-to-cite-chatgpt>

Students agree that by taking this course, all required assignments may be subject to submission for a textual similarity review to Turnitin.com for the detection of plagiarism and self-plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting

plagiarism in future papers. Use of Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com website.

Turnitin is a writing improvement and plagiarism prevention tool which uses special algorithms, to compare text-based student submissions to the Turnitin database and other online sources. Turnitin produces a detailed **similarity report** that can be customized and viewed by instructors and students.

Turnitin “Draft Coach” is a Google based add-on to Turnitin which supports students in developing high-quality academic writing; and serves as an integrity coach. Draft Coach helps address errors and improve the quality of student’s writing by highlighting grammar mistakes, identifying incorrectly cited sources, and scanning for similarity across several databases. By providing formative feedback on how to address citation issues, incorrect grammar, and matches with the Turnitin database, Draft Coach provides explanations to help students become more confident writers, capable of producing higher quality work both in academics and in the workplace.

**COURSE OUTLINE AND CALENDAR:**

Week	Topic	Competencies Covered	Readings	Due Dates
Week 1	Performance Appraisal, Research & Practice Performance Management & Performance Appraisal	1-4, 15	Chapters 1-2	Sunday, December 8, 2024 Orientation to Class; Text Review Syllabus Review 11:30 PM CST
Week 2	Defining Job Performance	2, 5, 15	Chapters 3	Sunday, December 15, 2024 Assignment 1 Chapters 1-3 11:30 PM CST
Week 3	The Four Key Challenges to Performance Appraisal, Obtaining Information & Evaluating Performance	9-11	Chapters 4-5	Sunday, January 5, 2025
Week 4	Obtaining Information & Evaluating Performance	9-10,	Chapter 5	Sunday, January 12, 2025 Assignment 2 – Chapters 3-5 11:30 PM CST CST
Week 5	Rating Scales & Rater Training	9-12	Chapter 6	Sunday, January 19, 2025 Graduate Research Project Topic Approved by Dr. Di

Week 6	How Contest Influences Performance Appraisals	12-13	Chapters 7	Sunday, January 26, 2025 Assignment #3– Chapters 8-12 11:30 PM CST
Week 7	How Organizations Use Performance Appraisals, Giving and Receiving Feedback	1-15,	Chapters 8-9	Sunday, February 2, 2025
Week 8	Dealing the Reactions & Attitudes, Evaluating Performance Ratings	1-15	Chapters 10-11	Sunday, February 9, 2025 Assignment #4 Chapters 13-14 11:30 PM CST
Week 9	Rater Goals and Rating Distortion, Performance Appraisal Debate, Building Better Performance Appraisal Systems	8, 1-14	Chapters 12-14	Sunday, February 16, 2025 Graduate Research Project Due 11:30 PM CST
Week 10	Final Post	1-15	Chapters 1-15	Sunday, February 23, 2025 Final Post

#### **GRADING CRITERIA:**

**ASSIGNMENTS AND ARTICLE REVIEWS:** During this session, there will be article reviews as part of the assignments, and each requires a three (3) page written critique of two scholarly, peer-reviewed, journal articles related to the reading for the week. There will be an online discussion component for each review that will require students to share the research they have reviewed. Detailed instructions for the assignment will be provided in the course. The reviews must follow APA guidelines and written requirements outlined in the syllabus.

#### **DISCUSSION POSTINGS:**

Discussion postings are a two-step process. In Step 1 you will be asked to post a response to a discussion question. This may include textbook questions, reviewing video links, conducting internet searches and/or mini cases. I am expecting 250 to 400 words in your responses. In Step 2 you will pick two other students' posting and give them feedback. Your job is not to "nit-pick" his or her post. If you disagree, provide scholarly-based feedback. You should expand upon the posting content in your response. Be specific in your feedback. I am expecting 75-100 words in each of your responses to other student's postings. Responses to other students' postings are due 5 days after the due date for the Step 1 postings.

Grading of discussion postings will be proportioned as follows:

- 60% - your original posting
- 20% - review of one other posting
- 20% - review of one other posting

**GRADUATE PROJECT:** Each graduate student will produce and record a PowerPoint presentation (posted to the class) developing and designing an effective Performance Management System using technology in a

Global Company (pick a country). Design a global performance review that focuses on individual performance, and individual performance that contributes to team performance. The Performance Management System should include skills regarding coaching, giving feedback, and conducting performance review meetings.

**Please note due date of the Graduate Project is Sunday, February 11, 2024.**

#### **GRADING CRITERIA:**

Assignment 1	15%	15 points
Assignment 2	15%	15 points
Assignment 3	15%	15 points
Assignment 4	15%	15 points
Graduate Research Project	25%	25 points
Discussions and Participation	15%	15 points
<b>TOTAL POSSIBLE</b>	<b>100%</b>	<b>100 points</b>

\*Please note that assignments will generally cover more than one chapter.

Graduate	
92 – 100	A
82 – 91	B
72 – 81	C
62 – 71	D
Below 62	F

#### **GRADE NOTIFICATION AND INSTRUCTOR FEEDBACK:**

A successful distance learning experience requires a flow of communication between instructor and student throughout the session. Instructor comments are considered essential to the learning process. Therefore, each assignment/exam submitted will be reviewed, graded, and returned to the student in a timely manner along with the appropriate commentary. Students should carefully review all comments.

Final grades are processed approximately one week after the last day of the session and may be located in the My Grades section of the online registration portal as well as being emailed to the student's Amberton University email. Amberton University staff will not release grades over the phone. University instructors will not leave a message with comments or grades in any type of media that is not secure.

For questions regarding grades after the semester has ended, students should use their university email account and contact the instructor at the faculty email address as provided above in *Professor Information* area.

#### ***Incomplete Grades***

An "I" (incomplete grade) is given at the discretion of the professor and may be given only when an emergency or illness prevents the student from completing course requirements. Should an "I" be granted, the student has 30 days from the end of the session to complete the conditions of the incomplete. An "I" which is not properly removed within 30 days following the session enrolled will become an "F" grade.

#### ***How To Withdraw From a Course***

To be official, the class withdrawal must be in writing and signed by the student requesting the withdrawal; no withdrawal is accepted verbally. Please review the "Schedule of Classes" (online or in-print) for procedures for class changes or withdrawals and the refund policy and schedule.

#### **COURSE DELIVERY METHODOLOGY:**

This course is offered as a distance-learning course through the Moodle Learning Platform. Amberton's distance learning courses, called e-Courses, are identical to classroom courses in terms of learning outcomes, competencies, and instructor expectations. A student choosing to take an e-Course must have the following skills and technical capabilities:

1. Access to the Internet

2. General knowledge in:
  - Internet browser settings and configuration
  - e-mail and file attachments
  - Uploading and downloading files
  - Using a word processing package
3. Ability to conduct on-line research

Students who have not mastered these skills should not enroll for this course but should consider enrolling in MIS2110 Computer Concepts and Internet Technologies for instruction in these areas.

## HOW TO ACCESS YOUR COURSE:

### ***Through the Amberton University Student Portal***

Students enrolled in distance learning courses using the Moodle Learning Platform may access the course through the Amberton University Student Portal. The site may be accessed through the University's main page (<http://www.Amberton.edu>) or at <http://apps.Amberton.edu>. After selecting the "Student Portal" link, you will be prompted for a Username and Password.

Use your assigned **username and password** (AUID) as described below to enter the AU Student Portal:

**Username** = your capitalized firstname **initial**+lastname+last 3 digits of your SSN.

\* Use your name exactly as it is listed on the University's records, including any suffixes or hyphenations, such as Jr, Sr, or II, as a part of your username.

For example: James Jones, Jr. SSN: 123-45-6789  
Username: JJonesJr789

**Password** = your Amberton University ID# (AUID) **including the dashes**

For example: 04-999-999

Once your login has been validated, you may select from a variety of menu options, including your individual E-Course, email account, Remote Research, General Tools, all Syllabi and Research Tutorials.

If you are accessing the Student Portal from a public or shared computer, close the browser completely when finished, or click on the Logout button. For security purposes, no other person should have access to your Username or Password. If you feel your information has been compromised or if you experience technical difficulties, contact the e-course system administrator at: [e-sysop@amberton.edu](mailto:e-sysop@amberton.edu)

If you have lost or do not know your Amberton ID#, please contact the Student Services Office 972/279-6511 or [advisor@Amberton.edu](mailto:advisor@Amberton.edu) for a replacement AUID card. You must know your Amberton ID# to gain access to the course and to send an email to your professor.

### ***Through the Amberton University Moodle Website***

Students enrolled in distance learning courses using the Moodle Learning Platform may also access the course by going to: <http://moodle.Amberton.edu>

For those utilizing Moodle for the first time, the **username and password** for the Moodle Learning Platform will be emailed to the student's University email account prior to the start of the course. For those returning to Moodle who do not remember their username and password, click on the link "*Forgotten your username or password*" available on the Moodle log in page (<http://moodle.Amberton.edu>). Otherwise use the same username and password as previous session.

### **Moodle Tutorial:**

Upon successful log in and access to the Moodle learning platform, there is a *Student Moodle Tutorials* course available, to learn about the basics of Moodle. Simply click on the link for the *Student Moodle Tutorials* and



read through the various learning topics: Navigating; Communicating; Assignments & Exams; Grades; and Student Resources.

### **COURSE COMMUNICATIONS:**

Students will communicate with faculty through the Moodle Learning Platform or the Amberton University email system.

#### **Email Communication**

Each student enrolled is assigned an Amberton email account, which gives the student access to the Amberton email system (my.Amberton.edu). This email account is provided by Google Apps for Education. Students are encouraged to check their email regularly for University news, notices, and to communicate with instructors.

The student's assigned email address would be Username@my.Amberton.edu

Example: LJones-Smith789@my.Amberton.edu

The student Username is determined by:

firstname initial+lastname+last 3 digits of student ssn.

For example: Linda Jones-Smith    SSN: 123-45-6789  
Email Address = LJones-Smith789@my.Amberton.edu

Students will be prompted for a Username and Password when accessing their email account. Use the Username portion of the email address as the username (Example: LJones-Smith789) and your Amberton ID# (including the dashes) as the password.

If you already have a Google Gmail account, you might be prompted to add this account to your current account. Click 'Yes' and you will be logged into your my.Amberton.edu email account. It will be a separate email account from your personal Gmail account.

If you need assistance with your email account, please visit <https://support.google.com/mail>

**Students are responsible for reviewing the "Communication Guidelines" provided on the individual E-Course for specific instructor requirements.**

Upon completion of a session, all communication and course specific information is removed from the Moodle system. If a student needs to maintain a record of communications or assignments, the student is strongly encouraged to print out or download these items to a disk for their own records.

### **FORMAT AND SUBMISSION OF ASSIGNMENTS:**

Assignments are to be submitted to the appropriate assignment Drop Box in the Moodle system. Specific directions and guidelines for submission of assignments are located on-line in the "Communication Guidelines" of the e-course. Due to compatibility issues, Office 2007 files cannot be read by earlier versions of Microsoft Office. Before submitting an exercise file, confirm the file is in the proper format for grading by the instructor.

### **INSTRUCTOR/COURSE EVALUATION:**

Each session, all Amberton students are provided with the opportunity to evaluate their courses and instructors. The evaluation process is an important one and provides students with an anonymous and confidential way to give meaningful feedback to the University. Summary information and comments are provided to faculty after the close of the session. All information provided is anonymous.

The Instructor/Course Evaluation will be open for completion during week 9 of the session. An evaluation assignment will be placed in week 9 of the Moodle course, along with the instructions on how to complete the

evaluation. Prior to week 9, the University will send out an email containing instructions and dates for the evaluation period.

### **RESEARCH RESOURCES:**

The Library provides access to full-text, and peer reviewed articles, and digital research tools. Students can search Library holdings through the online catalog and databases search engines available on the Library website or browse the physical library space and holdings located at the Garland campus.

Research items not contained in the Amberton Library collection can be located through interlibrary Loan (ILL) or through the TexShare program with the help of the Library staff. Students with questions about available services, resources, or research, may contact the Library via email at [Library@amberton.edu](mailto:Library@amberton.edu).

### **RESEARCH ACCESS:**

Databases can only be accessed by authorized users, and students at Amberton must enter their Amberton ID credentials-same as Moodle login-to gain access when off-campus. Use an Amberton website, such as the University site ([Amberton.edu](http://Amberton.edu)) or the library site ([Library.amberton.edu](http://Library.amberton.edu)) to find links to databased and digital books. Online resources are available all day, every day.

### ***Library Live Chat Feature***

Library staff are available to assist students with research problems or questions during Library hours through a live online chat feature, telephone, email, "How-to" videos, or in person. The library telephone is (972-279-6511 ext. 185). You can email questions to [library@amberton.edu](mailto:library@amberton.edu) or visit the library in person on the Garland campus for assistance.