

Course Project Assignment
Undergraduates
300 Points

150 Points – Team Grade

150 – Individual Grade

Due Date: Per Course Schedule

Project Objective: Performance Management Analysis, Assessment, and Recommendation.

- You are to identify and select **a business** and conduct a Performance Management Assessment. – An assessment of the company's Performance Management approach, process, and effectiveness.
- **Non-profits, universities, colleges, or government entities are not acceptable organizations.** *Suggestion: Select a medium to large company – very small companies (less than 50 employees) often have a very limited and under developed PM processes in place.*
- **Your team must identify and gain agreement from company leadership to conduct your Performance Management Analysis and Assessment by February 16.** – Team Leaders please post your Company selection and company contact information on Canvas by February 16. Prepare the following in a word document – Submit on Canvas under the item: **PM Project Information:**
 - Team Name
 - Team Leader Name
 - Team Member Names
 - Company Identified
 - Type of Business: (e.g. Manufacturing, Financial Services, Banking, etc.)
 - Company Senior Leader and email/phone contact information (this is the individual you have contacted and gained approval from to conduct your PM Assessment)
- You will need to contact the Senior HR Leader or other Senior Leader within a business and make your request to him/her to conduct your research project. Once you have the senior leaders permission and have established key contacts in the business you may proceed to conduct your assessment. Suggest you offer to provide the senior leader a copy of your final report and slide presentation and possibly for your team to provide your presentation to the leader and his managers. This of course is optional on your part.
- In your discussion with the senior leader you should gain agreement to interview key the HR leaders, Key Functional Leaders, other leaders and managers, and employees within the business. *Note: Only gaining input from the HR people or from senior leadership very likely will provide a very limited assessment.*
- Analyze and assess the Performance Management approach of a given business. Learn as much as you can about the PM approach, analyze and assess the approach and the results the PM approach produces in relation to what you have learned in our PM

course. You are to draw conclusions from your assessment and prepare a comprehensive report where you provide an assessment indicating the level of effectiveness or ineffectiveness of the PM approach. Additionally determine and state what specific recommendations you would/will make to the leadership of the business to improve the companies approach to Performance Management. Provide appropriate rationale for your recommendations.

- Key Questions to Consider Your assessment should not be limited to only these questions, but MUST include these questions:

Does the business have a Performance Management Policy in place?

Does the company have a formal Performance Management Process in place?

Does the PM process effectively support the business strategy?

Is the PM process consistently and effectively executed across all areas within the business?

Does the PM process encompass and include those PM practices that are most effective in achieving results?

Are managers and employees educated and trained as to the PM process?

Are managers effective in managing performance? What evidence supports this?

Do employees view the PM process as a fair and effective process?

What aspects of the PM process are supported as effective practices by our course learning?

What aspects of the PM process are contradictory to effective PM practices as identified in our course learning?

Does the PM process effectively utilize a coaching approach?

What measures does the company use to determine the effectiveness of their PM process?

Consider The 12 Essentials For High Performance – which of these does the company effectively have in place and utilize? Which are in not being considered?

Is the PM approach/process an “agile” approach? - Explain

Research and Assessment Guidance: Prepare in advance – as a team determine what you want to learn, what materials you may want to request, who you may want to interview, etc. etc. It is unwise and likely counter productive to conduct interviews of HR, Managers, and employees without first being prepared to know clearly what it is you want to learn. In order for you to effectively analyze, assess, draw conclusions, and make recommendations, what do you need to learn about the performance management system/approach being used by the company? A cursory, that is a surface approach for this project is not acceptable. Take a comprehensive approach - dig deep to determine as much information as you can. As you do so, capture evidence and be able to discuss and cite examples to support your conclusions. As an example if you conclude the PM system/approach for your selected business is very ineffective – what is your basis for that conclusion, what evidence did you uncover to support that conclusion?

Note: The most successful Teams in the past have created a Performance Management Assessment Template – their template encompassed all the key questions they would use to assess Performance Management – they then used their template to guide them and to assure

they captured all the relevant information when they conducted their assessment.

Assessment: Your assessment of the company's PM approach is to be determined in relation to the PM practices and Coaching Practices presented in our texts and class discussions. In other words – as a team, assess the PM practices of the company you have selected in relation to the approach and practices revealed in our class studies.

Recommendation: Finally provide your team recommendations for changes that you believe will have the greatest impact in producing increased or improved individual and organizational performance for the company, and why you believe so. Be as realistic and practical as you can in your recommendations. Ask yourselves, are our recommendations appropriate and realistic for this business situation?

Your assessment may indicate that certain areas or perhaps the entire approach being used by the company is flawed or ineffective. Be willing and able to state your reasons why you may make that determination. On the other hand you may very well find excellent highly effective PM practices that produce strong performance for the business. Be willing to identify such practices and indicate why those practices are so effective and how they relate to what you have learned in our course work.

This project will require decisions on your part as a team as to what practices and approaches may be most effective in producing desired levels of performance. There is not a right or wrong answer, but your determinations must be supported by valid rationale. Why do you believe the approach you suggest is the best approach? What evidence do you have that such an approach makes good business sense? What examples can you cite where such practices have produced positive results for other businesses? What research data do you have to support your ideas on the most effective PM practices?

Once your research of the company is completed, draw appropriate conclusions and recommendations. Prepare a written summary report as well as a PowerPoint presentation. Prepare as a team to present your report to the Graduate Team on the designated presentation date.

Leadership, Report, and Presentation Details:

Leadership: Each team will select one member as the Team Leader. Team leaders are charged with guiding, coaching, supporting, and enabling the team to produce the project results most effectively. The Teams that are most successful have Leaders who prepare their team. The Team Leader is responsible for leading and managing the team, however each team member is expected to fully engage and participate in an active and collaborative manner.

Team Member Engagement: Each team member is expected to fully and proactively participate. In other words, the leaders should not have to actively pursue and ask for team member involvement. Each member should proactively engage with their respective team leaders and actively volunteer for team assignments.

Report: A summary report that captures the essence of your research, findings, conclusions, and recommendations. The length of the report is your decision; however, think of this in a business context – usually a concise and meaningful approach works best in business. Be sure to cite your sources. Ideally your report and presentation will include a brief overview of the company you have assessed, type of business, history, business results, leadership style and approach, public or private, etc. Be sure to include key information – the company you assessed, your team members, etc.

Powerpoint Presentation:

- Your first slide must at a minimum indicate the name of the company and primary contact, your leader, team members, and date. You may add other information, as you believe appropriate. Your intent with the slide presentation is to effectively communicate to the Performance Management Assessment Team (The Graduates) your assessment results and your team's recommendations.
- This is a business presentation – think of it in the context of presenting to a senior leadership group – if you were presenting to the senior leadership of the company you assessed what would you tell them? Be prepared to answer questions from the graduates and from your instructor.
- **Your PM Project Report and Slide Presentation are due and must be posted on Canvas by 6 pm on April 1.** (This is applicable to all teams).
- **Project Presentations:** A Project Presentation Schedule will be posted on the Course Schedule.

Winning Team: The team that does the most comprehensive and effective work in their PM Assessment as determined by the Graduate Team and your instructor will be designated as the winning team – **Winning Team Members will be granted 100 points of the 200 for the Final Exam Part II.**

Participation:

- All members of each team must participate in the research, report preparation, and presentation preparation, and presentation.
- All Team Members must make a part of the presentation – the Team Leader may have some members as the primary presenters and supplemented with others presenting to a lesser degree.
- Team Leaders must manage the distribution of work appropriately.
- Team leaders will be asked by your instructor for their input regarding the level of member engagement.
- Team members will be asked for their input as to the effectiveness of the team leaders.
- **Note: All Students Must Be Present for all Nine of the Course Project Presentations and the Graduate Team presentation – should you miss class you will not receive any individual points for your course project. [A loss of 150 points] – So plan accordingly.**

Grading:

- Team members will be graded @ 50% for Team Performance (Overall Assessment, Report, and Presentation) and
- 50% based upon Individual Performance (Assessment, Report, and Presentation).

Team Leadership: Team Leaders may earn up to 50 points for their leadership role. A determination of the leadership points will be based upon input from the respective team members, the Leaders themselves, and your instructor's observations.

Resources:

Company & HR Executives to identify/engage

Utilize team member contacts/knowledge

Target team member companies

Target companies you are aware of – contact the Senior HR person or other Senior Executives

Contact the Mile High SHRM Chapter President – advise of your project and ask for their help in identifying potential companies and HR executives

Ask your business instructors for potential contacts

Ask your friends, neighbors, business contacts for suggestions

Other business school professors