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## SYLLABUS

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**Date/ Revision** April 10, 2017  
**Faculty** Business and Social Sciences  
**Approval** Dr. Samuel Prasetya

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### SUBJECT : PERFORMANCE MANAGEMENT & HR SCORECARDS

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#### 1. Identification of Subject:

Name of Subject : Performance Management & HR Scorecards  
Code of Subject : PMHR-4000  
SKS / ECTS : 3 SKS  
Semester : 4/5/6  
Study Program : B-AVM/IBA/MGT  
Lecturer : Zairil, MM, Ir. Invanos Tertiana, MBA & Dr. Samuel Prasetya

#### 2. Competency

After having the course, students are expected to:

- Describe the Planning Performance: What is Expected?
- Understand Monitoring Performance: How Are We Doing?
- Explain how to Analyze Performance: What Performance Gaps Exist?
- Explain how to Improve Performance: How Can We Make It Better?
- Explain how to Maintain Performance: How Do We Keep Performance On Track?
- Understand Implementing Performance Management

#### 3. Description of Subject:

This course offers the students a clear model they can follow to plan, monitor, analyze, and maintain a satisfying process of performance improvement. This course offers exercises and assessments to determine your readiness to implement performance management. It also illustrates strategies for developing the crucial communication skills of coaching, problem solving, and giving feedback while teaching methods for linking organization and personal goals.

#### 4. Learning Approach

Approach : Combination of expository - inquiry and collaborative  
Method : Discussions, questions/answers, sample problems/cases  
Student Task : Quizzes and group projects  
Media : LCD projector

#### 5. Evaluation

- Non-attendance maximum : 25%
- Homework/Projects : 20 points
- Presentation, Simulation : 10 points
- Quiz : 10 points
- Final Examination : 60 points

Total : 100 points

## 6. Contents/Topics of Lecturing:

Week	Content / Topics of Lecturing	Text Book Chapter	Remark
1	<p>Making Performance Management Work</p> <ul style="list-style-type: none"> <li>• Communicate Expectations</li> <li>• Involve Employees in the Process</li> <li>• Use a Systematic Approach</li> <li>• Be Willing to Work Hard</li> <li>• Make a Commitment to Success</li> </ul>	Chapter 1	
2	<p>Performance Management Model &amp; Providing Direction</p> <ul style="list-style-type: none"> <li>• Step 1: Planning Performance</li> <li>• Step 2: Monitoring Performance</li> <li>• Step 3: Analyzing Performance</li> <li>• Step 4: Improving Performance</li> <li>• Step 5: Maintaining Performance</li> <li>• Why Is Direction Important?</li> <li>• What Should Be Directed?</li> <li>• How Much Direction Is Required?</li> </ul>	Chapter 2 & 3	
3	<p>Using Job Descriptions &amp; Developing Performance Plans</p> <ul style="list-style-type: none"> <li>• Defining Specific Responsibilities</li> <li>• Format and Content</li> <li>• Using Job Descriptions in a Changing Environment</li> <li>• Limits of Job Descriptions</li> <li>• Set Goals</li> <li>• Follow-Up</li> <li>• Maintain Accountability</li> <li>• Provide Support</li> </ul>	Chapter 4 & 5	
4	<p>Measuring Performance &amp; Gathering Performance Data</p> <ul style="list-style-type: none"> <li>• Why Performance Measurement Is Important</li> <li>• Establishing Baseline Performance</li> <li>• Comparing Results to Established Goals</li> <li>• Reviewing Business Processes</li> <li>• Using Charts and Graphs</li> <li>• What Data Should Be Gathered?</li> <li>• How and When Will the Data Be Gathered?</li> <li>• How Will the Data Be Documented?</li> </ul>	Chapter 6 & 7	Quiz 1 Draft 1
5	<p>Observing Employee Performance &amp; Performance Gaps</p> <ul style="list-style-type: none"> <li>• Prepare to Observe</li> <li>• Explain Why You Are Observing</li> <li>• Prepare an Observation Checklist</li> <li>• Observe More Than Once</li> </ul>	Chapter 8 & 9	

Week	Content / Topics of Lecturing	Text Book Chapter	Remark
	<ul style="list-style-type: none"> <li>Evaluate the End Result</li> <li>Recognize the Effect of Your Observation</li> <li>Remain Neutral During Your Observation</li> <li>Is the Employee Doing Anything About the Performance Gap?</li> <li>Is the Performance Gap Important Enough to Fix?</li> </ul>		
6	<p>The Causes of Performance Gaps &amp; Potential for Improved Performance</p> <ul style="list-style-type: none"> <li>Does the Performer Know What Is Expected?</li> <li>Is the Performer Receiving Feedback About Performance?</li> <li>Does the Performer Have the Necessary Knowledge and Skill to Perform the Job?</li> <li>Is the Performer Willing to Do the Required Job?</li> <li>Is There a Task Interference That Prevents Doing the Job?</li> <li>Do Consequences Match the Performance?</li> <li>Does the Performer Have the Capacity to Do the Job?</li> <li>What's the Cost of Eliminating the Performance Gap?</li> <li>Benefits of Eliminating Performance Gaps</li> </ul>	Chapter 10 & 11	
7	Review	Chapter 1-11	Quiz 2 Draft 2
8	<b>Semester Break: Only Make-Up Classes</b>		
9	<p>System Strategies to Improve Performance &amp; Using Training and Development to Improve Performance</p> <ul style="list-style-type: none"> <li>Organization Strategies</li> <li>Environment Strategies</li> <li>What Is Training?</li> <li>Why Do We Train?</li> <li>Matching Training and Development with Performance Needs</li> <li>Sources for Training and Development</li> </ul>	Chapter 12 & 13	
10	<p>Using Coaching and Mentoring to Improve Performance &amp; Using Performance Action Plans to Improve Performance</p> <ul style="list-style-type: none"> <li>Coaching</li> <li>Mentoring</li> <li>Coaching and Mentoring Goals</li> <li>Performance Improvement Coaching</li> <li>Developing a Performance Action Plan</li> </ul>	Chapter 14 & 15	

Week	Content / Topics of Lecturing	Text Book Chapter	Remark
	<ul style="list-style-type: none"> <li>Some Practical Considerations</li> </ul>		
11	Using Feedback to Maintain Performance & Using Performance Appraisal to Maintain Performance <ul style="list-style-type: none"> <li>Feedback Systems</li> <li>Positive Feedback</li> <li>Corrective Feedback</li> <li>What Makes the Process Work?</li> <li>What Should the Appraisal Cover?</li> <li>What Rating System Should Be Used?</li> <li>What Performance Categories Should Be Used?</li> <li>How Should the Appraisal Meeting Be Conducted?</li> </ul>	Chapter 16 & 17	
12	Pay for Performance System <ul style="list-style-type: none"> <li>Pay and Organization Strategy</li> <li>Pay as a Reward for Performance</li> <li>Planning for Pay</li> </ul>	Chapter 18	Quiz 3 Draft 3
13	Nonmonetary Rewards for Performance <ul style="list-style-type: none"> <li>Alignment</li> <li>Complement Base Pay</li> <li>Low Cost Nonmonetary Rewards</li> <li>Unique Approaches to Nonmonetary Rewards</li> </ul>	Chapter 19	
14	Strategies in a Non-supportive Organization Culture <ul style="list-style-type: none"> <li>Implement a “Local” Performance Management System</li> <li>Implement Parts of the System</li> <li>Build Support from Within</li> </ul>	Chapter 20	
15	Keys to a Successful Performance Management System <ul style="list-style-type: none"> <li>Communicate Expectations</li> <li>Involve Employees in the Process</li> <li>Use a Systematic Approach</li> <li>Be Willing to Work Hard</li> <li>Make a Commitment to Success</li> </ul>	Chapter 21	Quiz 4 Draft 4
16	<b>Semester Break: Only Make-Up Classes</b>		
17	<b>Final Examination</b>	All Chapters (1-21)	

## 7. Book Reference:

- a. Charles M. Caldwell, Performance Management, 1st Edition, Wiley
- b. Various online journal articles