



COLLEGE OF BUSINESS

Illinois State University

MGT 340: Seminar in Management (Performance Management) Fall 2026 (Hybrid)

Dr. Heidi M. Baumann

hmbauma@ilstu.edu | (309) 438-2827 | SFHB 228

Office Hours: Tuesdays (8:30-9:30 AM and 2:00-3:00 PM) and by appointment

Illinois State University Mission: Illinois State University prepares diverse, engaged, and informed members of society through collaborative teaching, scholarship, and service.

Illinois State University Vision: Illinois State University will be a national leader in student-focused education connecting teaching, research, innovation, and intercultural understanding.

Illinois State University Values:

- Excellence in Teaching, Learning, and Scholarship
- Individualized Attention
- Equity, Diversity, Access, and Belonging
- Collaboration
- Community and Civic Engagement
- Respect
- Integrity

College of Business Purpose: At the Illinois State University College of Business, our purpose is to provide quality education, informed by scholarship, to a diverse group of students so that they become ethical businesspeople who positively impact society. Our focal areas of societal impact are improving the well-being of stakeholders, providing quality education, and promoting equity and empowerment for all. We pursue these impacts through innovation in curriculum, scholarship, and service.

College of Business Mission: Prepare students for success in a global business environment by providing excellent instruction and transformative learning opportunities within a diverse and innovative academic community that values excellence in teaching, research, and service.

College of Business Vision: To be the first choice for business education in Illinois and beyond.

College of Business Core Values:

- Diversity
- Inclusion
- Professionalism
- Respect
- Equity
- Belongingness
- Honesty

Course Number: MGT 340

Course Name: Seminar in Management

Course Description: Specialized study of a selected topic in the field of management for advanced students. Multiple enrollments are allowed if the topic is different for a maximum of 6 hours. See 340aXX topic courses. Formerly MQM 340.

Credit Hours: 3

Prerequisites: MGT 220 or 221

Course Learning Objectives: This course focuses on performance management in organizations with the goal that students will achieve a comprehensive understanding of organizational activities that are directly and peripherally related to performance management. Upon completion of the course, students will be able to:

- Define performance, identify the determinants of performance, and differentiate between dimensions of performance.
- Explain how performance management differs from performance appraisal.
- List advantages and disadvantages of different approaches to measuring performance.
- Identify characteristics of high-quality feedback, provide feedback to others in a constructive manner, and utilize techniques for receiving and processing feedback.
- Analyze the effectiveness of an organization's performance management practices.
- Describe methods organizations use to develop employees' performance.
- Reflect on their own performance and identify development methods that will benefit their careers.

Required Textbook

Title: Performance Management

Authors: Aguinis

Edition: 5th

Publisher: SAGE Publications

The textbook is required for this course and may be purchased directly through [SAGE Publications](#), at the ISU bookstore, or through other retailers (e.g., Amazon). Multiple different forms of the textbook are available (eBook, paper version, buy, rent) and any of these forms will work for the course. You will want to ensure you purchase the fifth edition of the textbook as it contains updated content that will be important for preparing for assignments and exams.

Course Communication

Access to Canvas is necessary for this class as announcements, assignments, and course files (syllabus, PowerPoint slides, etc.) will be communicated via Canvas. The Canvas Modules page will be utilized to provide you with a weekly overview of class material. Announcements will be sent via Canvas to your ISU email so please ensure your notification settings for MGT 340 are set to "notify immediately" for Announcements. It is expected that you regularly check your ISU email in order to receive course communications. In addition, important announcements will be made in class; therefore, class attendance is very important.

Performance Evaluation

Students' performance will be evaluated out of 500 total points through the following assignments.

Assignment	Description	Points	%
Exams	2 Exams x 100 points each	200 points	40%
On-line Quizzes	10 Quizzes x 10 points each, drop 2 lowest scores	80 points	16%
Goal Setting and Performance Appraisal Assignment	4 Parts totaling 140 points	140 points	28%
Feedback Seeking Assignment	1 Assignment	30 points	6%
Class Citizenship	1 st half / 2 nd half = 2 x 25 points each half	50 points	10%
Total:		500 points	100%

Final letter grades for this course will be determined based on the following categories. I will not round points at the end of the semester in this course. Instead, extra credit opportunities will be offered throughout the semester, and students striving for a higher letter grade should take advantage of these extra credit opportunities.

Letter Grade	Description	Point Range	% Range
A	Excellent	450-500 points	90-100%
B	Good	400-449.99 points	80-89.99%
C	Satisfactory	350-399.99 points	70-79.99%
D	Poor, But Passing	300-349.99 points	60-69.99%
F	Failing	0-299.99 points	0-59.99%
I	Incomplete*	NA	NA

*A grade of incomplete (I) is reserved for students who are doing passing work but find it impossible, because of reasons beyond their control, to complete the required work by the end of the term. A grade of incomplete applies only in rare circumstances, and the student must obtain approval from the instructor as well as work with the instructor on an Incomplete Grade Agreement Form before an incomplete grade can be assigned for the course.

Assignments Overview

Full assignment requirements and guidelines will be posted on Canvas and discussed in class. An overview of each assignment appears below.

➤ Exams (40%)

There will be two exams in this course. Exams are non-cumulative and are scheduled during Week 7 (Exam 1) and Week 14 (Exam 2). Full credit make-up exams will only be offered when a student (a) provides documentation of their *required* participation in a university-sanctioned event (e.g., ISU student athletes required to attend a game), (b) has an excused absence documented through the [Dean of Students Office](#), or (c) provides documentation of a severe illness/emergency.

Exams will include multiple choice and essay questions. Additional details regarding exams will be shared during exam overviews and exam reviews (see course schedule). Exams may cover content from readings, on-line lessons (e.g. videos, on-line exercises), in-class lessons (e.g., lecture, class

discussion, group discussion, in-class exercises) as well as course assignments. Students will complete exams in person in the classroom, unless a documented accommodation is provided. Each student may bring one double-sided (both front and back) 8 ½ x 11 inch page of notes, either hand-written or typed, for reference during the exam. No other material is allowed out while taking exams.

➤ **On-line Quizzes (16%)**

MGT 340 is a hybrid course. Most weeks you will complete an on-line asynchronous lesson that includes a quiz over the assigned readings. You will be able to attempt each quiz two times, and the highest score will be recorded. There will be 10 on-line quiz opportunities throughout the semester. Quizzes will typically open on Tuesday at 10:50 AM (after class) and will be available until the following Tuesday at 9:35 AM (before the next class).

Each quiz includes 10 multiple choice questions and is timed. You will have 30 minutes to complete each quiz. Late submissions will not be accepted. I highly recommend taking each quiz well in advance of the deadline in order to avoid a score of zero, due to unforeseen technical issues. The two lowest quiz scores will be dropped before final grades are computed. A missed quiz can count as a dropped score.

➤ **Goal Setting and Performance Appraisal (GS&PA) Assignment (28%)**

Similar to how employees set goals and participate in performance appraisals in organizations, you will engage in these activities for your “job” as a student in this course. After developing an understanding of the course during the first few class periods and through reviewing the syllabus, you will set goals for your own performance in the course, receive feedback from me on your goals and your progress, attend a performance review meeting in order to report on your goal progress, and complete a self-evaluation of your performance in the course at the end of the semester.

This assignment will be completed in multiple parts, and each of the parts will be worth a specified amount of points out of the 140 total points possible. The four assignment parts are due in Week 3 (Part 1), Week 5 (Part 2), Week 9 (Part 3), and during the Final Exam Period (Part 4).

➤ **Feedback Seeking Assignment (6%)**

About mid-way through the course, we will discuss the importance of feedback for improving job performance. Research shows that individuals who explicitly seek critical feedback tend to receive higher performance ratings. Thus, feedback seeking is a key skill for you to learn as part of this course. For this assignment, you will seek feedback from someone you work with, either in your role as a student (e.g., teammate, classmate, professor) or at your job (e.g., supervisor, co-worker, customer) in order to increase your self-awareness and performance in that role. The Feedback Seeking Assignment is due during Week 12.

➤ **Class Citizenship (10%)**

Class citizenship is worth 50 points total and consists of two main sets of behaviors: *participation* and *professionalism*. You will earn 25 points of your class citizenship grade during the first part of the semester (through October 10) and the remaining 25 points during the second part of the semester (through the end of the course).

Participation is the first component of class citizenship. To facilitate both your and your classmates' development, you will be asked to meaningfully contribute to MGT 340. Participation is evaluated in a number of areas:

- First, you cannot participate during class if you are not present. Therefore, attendance during in-class lessons and exam reviews represents one aspect of participation. A single absence during each half of the semester will not necessarily negatively impact class citizenship. However, more than a single absence during each half of the semester will result in a deduction in class citizenship points.
- Second, participation extends beyond attendance to also include the meaningful comments and questions you contribute to our in-class discussions, either as an individual or while reporting out after group exercises. These discussions provide you with the opportunity to practice speaking, persuasion, and listening skills (all important human resource management skills). I will be keeping track of who contributes to our discussions each class period.
- Third, participation will be evaluated in terms of engagement with your classmates during in-class activities. You will need to attend class in order to participate, but beyond that, I will look for you to be mentally present and actively contributing to group discussions.
- Fourth, we will complete exercises during certain in-class and on-line lessons. While these exercises are not worth a specific number of points, they will count towards your class citizenship participation grade, and it will be important for you to provide thoughtful answers in order to demonstrate meaningful participation.

Professionalism involves demonstrating courtesy, honesty, and responsibility in one's interactions with others. Throughout your career, professionalism will be required for you to succeed and advance. Thus, it will be important for demonstrating class citizenship in MGT 340. Professionalism is evaluated in terms of students' behavior during class as well as behavior outside of class on tasks directly related to MGT 340.

- Examples of professional behavior during class include arriving on-time, utilizing laptops for course-related tasks only, refraining from texting during class, helping others when they need assistance, and ensuring your comments are respectful.
- Examples of professional behavior outside of class include completing on-line lessons and submitting assignments on-time, ensuring your emails are courteous and respectful, and engaging in proactive communication when you encounter an issue that prohibits you from effectively engaging in the course (e.g., missing class due to illness).

Student Access and Accommodation Services:

Any student needing to arrange a reasonable accommodation for a documented disability and/or medical/mental health condition should contact [Student Access and Accommodation Services](#) at 308 Fell Hall, Office Phone [\(309\) 438-5853](#), Video Phone [\(309\) 319-7682](#) or visit the website at StudentAccess.IllinoisState.edu.

Academic Integrity:

You are expected to be honest in all academic work, consistent with the academic integrity policy as outlined in the [Code of Student Conduct](#) and any additional syllabus language. All work is to be appropriately cited when it is borrowed, directly or indirectly, from another source. Unauthorized and/or unacknowledged collaboration on any work, or the presentation of someone else's work as your own, is a form of academic dishonesty under the Code of Student Conduct.

Content generated by an Artificial Intelligence third-party service or site (AI-generated content) without proper authorization and attribution is a form of academic dishonesty. If you are unsure about whether something used in your work requires attribution, please reach out to me to discuss it as soon as possible. Allegations of academic dishonesty will be referred to [Student Conduct and Community Responsibilities](#) for review under the Student Code of Conduct. Students found responsible for academic dishonesty may also be assigned a grade penalty by the instructor.

Artificial Intelligence:

In this course, students can use generative AI tools (such as ChatGPT or Adobe Firefly) to complete specific assignments, given instructor guidance and permission, so long as the use of generative AI tools is properly disclosed. Instructions on what information to disclose will be provided for assignments allowing use of AI. Note that any use of generative AI must be both responsible and ethical. This means that students using generative AI are required to comply with all privacy laws and research requirements to protect data and must have appropriate permissions to enter data into a generative AI tool. Students should clarify any questions on whether data or information may be entered into a generative AI tool with the instructor.

Equity, Diversity, Access, and Belonging:

ISU is committed to creating and maintaining a learning environment that is welcoming, supportive, respectful, inclusive, diverse, and free from discrimination and harassment. University classrooms are perhaps the most diverse learning environment in which you have ever been. We will most often be speaking across differences—sex, gender, sexuality, race, nation, economic class, religion, age, ability, political views, and more. This diversity will be an asset to our discussions and other learning experiences in this course. I encourage you to consider the experiences of your classmates to be equally valuable as your own. For resources on reporting concerns, please contact the [Dean on Duty](#).

Mental Health:

Life at college can get very complicated. It's common to face challenges in college, whether they relate to academics, identity, relationships, mental health, or other personal matters. If you're feeling stressed, overwhelmed, anxious, depressed, or simply need someone to talk to, you're not alone—help is available.

[Student Counseling Services \(SCS\)](#) provides FREE and confidential counseling to all students, inclusive of all backgrounds, identities, and experiences. You can visit SCS in person at 320 Student Services Building, make an appointment online through the [Secure Student Health Portal](#), or call (309) 438-3655 to access services. Additional information can be found at [Counseling.IllinoisState.edu](#).

In addition, TimelyCare is a free, 24/7 virtual mental health and well-being platform for ISU students. It offers immediate access to mental health support, including on-demand mental health counseling, scheduled counseling visits, health coaching, and digital self-care. You can access [TimelyCare](#) by visiting online or through the [Redbird Well](#) page on the ISU mobile app, or by downloading the [TimelyCare](#) app.

Hybrid Course Schedule: The following dates, topics, and assignments are tentative and changes may be necessary.

Week	Online Lesson: Readings (Due Tuesday @ 9:35 AM)	Online Lesson: Assignments (Due Tuesday @ 9:35 AM)	Class Date	In-class Lesson
1	Syllabus	-	T 8/18	Course Overview
2	- Kill the Annual Performance Review (Bratsis) - Ch 1 (pp. 3-8, 22-25) - Ch 2 (pp. 36-52)	- Quiz 1 - W2 On-line Exercise	T 8/25	Overview of Performance Management
3	- Ch 4 (pp. 91-103) - Benefits of Goal Setting (Latham)	- Quiz 2 - W3 On-line Exercise GS&PA (Part 1)	T 9/1	Defining Performance / Setting Performance Goals
4	- Ch 4 (pp. 105-108) - Ch 5 (pp. 115-123)	- Quiz 3 - W4 On-line Exercise	T 9/8	Measuring Performance: Behaviors and Results
5	- Ch 5 (pp. 124-137) - Ch 7 (pp. 194-199) - Ch 6 (pp. 174-177)	- Quiz 4 - W5 On-line Exercise GS&PA (Part 2)	T 9/15	Evaluating Performance: Absolute vs. Comparative Systems
6	Ch 6 (pp. 148-164, 167-174)	- Quiz 5 - W6 On-line Exercise	T 9/22	Evaluating Performance: Forms and Sources / Exam Overview
6	-	-	TH 9/24	Exam Review
7	-	-	T 9/29	EXAM 1
8	- Finding the Coaching in Criticism (Heen & Stone) - How to Ask for Feedback That Will Actually Help You (Bregman)	- Quiz 6 - W8 On-line Exercise	T 10/6	Receiving Performance Feedback / Seeking Performance Feedback
9	-	GS&PA (Part 3) Due Mon (10/12) @ 9:35 AM	M-F 10/12-10/16	GS&PA (Part 3): Performance Review Meetings
10	- Ch 9 (pp. 252-260) - A Better Way to Deliver Bad News (Manzoni)	- Quiz 7 - W10 On-line Exercise	T 10/20	Giving Performance Feedback
11	- Ch 9 (pp. 265-270) - Ch 10 (pp. 283-295) - Ch 9 (pp. 260-263)	- Quiz 8 - W11 On-line Exercise	T 10/27	Conducting Performance Reviews / Rewarding and Disciplining Employees
12	- Ch 8 (pp. 211-220) - How to Keep Your Top Talent (Martin & Schmidt)	- Quiz 9 - W12 On-line Exercise Feedback Seeking Assignment	T 11/3	Developing Employees / Managing Talent
13	- Ch 9 (pp. 240-246) - Ch 8 (pp. 220-223)	- Quiz 10 - W13 On-line Exercise	T 11/10	Coaching Employees / Exam Overview
13	-	-	TH 11/12	Exam Review
14	-	-	T 11/17	EXAM 2
15	-	-	M-F 11/23-11/27	THANKSGIVING BREAK (No Class)

16	-	-	T 12/1	Course Wrap Up & Review / GS&PA (Part 4) Success Tips
----	---	---	-----------	--

Final Exam Period (12/5-12/11, Day & Time TBD): **Submit GS&PA (Part 4)**