

MODULE SPECIFICATION FORM

Module Title: Measuring Performance	Level: 7	Credit Value: 10
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Module code: BUS762	Cost Centre: GAMP	JACS2 code: N210
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Semester(s) in which to be offered: N/A	With effect from: November 2015
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Office use only: To be completed by AQSU:	Date approved: July 2013
	Date revised: November 2015
	Version no: 2

Existing/New: Existing	Title of module being replaced (if any): N/A
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Originating Department: Business and Management	Module leader: Kelvin Leong
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Module duration (total hours): 100	Status: core/option/elective (identify programme where appropriate): Option
Scheduled learning & teaching hours: 25	
Independent study hours: 75	
Placement hours: 0	

Percentage taught by Departments other than originating Department (please name other Departments):	None
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Programme(s) in which to be offered:	Pre-requisites per programme (between levels):	Co-requisites per programme (within a level):
Executive Master of Business Administration	None	None

Module Aims

This module is designed to consider the procedures necessary in order to successfully monitor, control and manage various forms of business enterprise. Students will critically analyse the suitability of performance management procedures and practices and will also interpret the outcome from the procedures.

The module will be delivered within the context that as organisations in the private, public and not-for-profit sectors evolve, it is likely that performance measurement and management systems will also go through various stages of evolution. It is recognised that this evolution is likely to be driven in a modern setting by the increased recognition of the importance of customers, competitors and the need to manage a continually changing environment.

It will be emphasised that effective performance measurement is not a means to an end in itself but is of key importance in ensuring the effective implementation of an organisation's strategy. Within this context it is important that Executive MBA students consider the factors that drive good performance (resulting in wealth creation where appropriate) such as quality, flexibility and value, in conjunction with the outcomes derived from a traditional accounting sense.

As a result, the ultimate aim is that students will re-evaluate how their organisation measures performance and present fresh ideas on how this can be enhanced.

Expected Learning Outcomes

At the end of this module, students should be able to:

Knowledge and Understanding:

1. Critically evaluate the relative strengths and weaknesses of a variety of performance measurement techniques available to managers.
2. Conceptually understand the theory of variance analysis and critique its application in the modern business environment.
3. Demonstrate effective judgement in the setting and monitoring of performance targets within an organizational setting taking into account the impact of behavioural theory.

Transferable/Key Skills and Other Attributes:

- Use information and knowledge effectively in order to abstract meaning.
- Solve complex problems using appropriate decision-making techniques.
- Communicate effectively using listening, oral, written and media techniques.
- Effectively use Communications Information Technology tools and packages.
- Demonstrate effective performance within a team environment.
- Select appropriate leadership styles for different situations.
- Recognise and address ethical dilemmas and corporate social responsibility issues.
- Manage creative processes, organise, synthesise and critically appraise.

Assessment

The assessment will take the form of a written assignment that will require the student to assess the applicability and use of a performance measurement/management model(s) and offer a link to academic theory. The assessment will provide a balance between the conceptual and the applied, and between discursive and numerical outputs. However, the emphasis will be based on discussion, critical analysis and interpretation of numeric data.

Assessment	Learning Outcomes to be met	Type of assessment	Weighting	Duration (if exam)	Word count or equivalent if appropriate
One	1,2,3	Coursework	100%	N/A	2,500 - 3,000

Learning and Teaching Strategies

The teaching and learning philosophy for this level of study and mode of delivery is one of supportive commitment from both academic staff and students.

The module will be delivered via tutor-facilitated workshops, in which it is expected that students will play a substantial role. This may take the form of presentations, leading discussions and demonstrating a willingness to share best practice and experiences from the workplace, whenever possible.

Syllabus Outline

1. The Strategic Performance Management Development Cycle
2. Control Theory – forecasting, planning, feed-forward and feedback
3. Strategic Action Plans
4. Key Performance Indicators
5. The Balanced Scorecard
6. E-performance Management
7. Performance Driven Behaviours – individual and organizational levels
8. Risk-based performance culture

Bibliography

Essential reading:

De Wall, A. (2013) Strategic Performance Management, Palgrave Macmillan, Basingstoke

Other indicative reading:

Textbooks

Kaplan, RS. and Norton, DP. (1996) The Balanced Scorecard, Harvard Business School Press

Marr, B. (2012) Key Performance Indicators, Pearson Education, Harlow

Neely, A., (2008) Business Performance Measurement: Unifying Theory and Integrating Practice, Cambridge University Press, New York

Raa, T, (2008) The Economics of Benchmarking: Measuring Performance for Competitive Advantage, Palgrave Macmillan, Basingstoke

Smart, A. and Creelman J. (2013) Risk-based Performance Management, Palgrave Macmillan, Basingstoke
Smith, M. (2005) Performance Measurement and Management, Sage Publications, London
Talbot, C. (2010) Theories of Performance: Organizational and Service Improvement in the Public Domain, Oxford University Press, Oxford

Journals:

Benchmarking: An International Journal
International Journal of Productivity and Performance Management
Journal of Intellectual Capital
Measuring Business Excellence
Performance Measurement and Metrics

Websites:

www.ap-institute.com - Advanced Performance Institute
www.andyneely.blogspot.co.uk
www.balancedscorecard.org – Balanced Scorecard Institute