**Subject Description Form**

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| **Subject Code** | ISE6703 |
| **Subject Title** | Performance Management Systems and Design |
| **Credit Value** | 3 |
| **Level** | 6 |
| **Pre-requisite/Co-requisite/Exclusion** | Nil |
| **Objectives** | The understanding and alignment of the mission and strategies of business and organization with its performance objectives is important to prevent corporate failures nowadays. The course enables the participants to:

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| 1. Understand the current issues and development in the planning and choice performance management systems for firms and organizations to achieve their missions and business goals.
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| 1. Differentiate the background of the design and practices of various financial and non-financial performance frameworks.
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| 1. Apply the knowledge learnt in the selection and implementation of appropriate performance management practices for various types of organizational settings.
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| **Intended Learning Outcomes** | Upon completion of the subject, students will be able to:

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| 1. Assess the effectiveness and limitations of current performance measurement practices.
2. Apply and evaluate different performance measurement techniques to monitor the performance of organizations.
3. Advise senior management or clients to improve business performance and align strategic objectives.
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| **Subject Synopsis/ Indicative Syllabus** | 1. Strategic performance issues in business and organizations; Alignment of business strategy and formulation of performance objectives; Predicting and preventing corporate failures. Underpinning theories: stakeholder theory, prospect theory and resource dependency theory.
2. Balanced assessment of financial statements; Ethical requirements of corporate reporting; Corporate social responsibility.
3. Non-financial performance measurement, resource-based view of the firm, The measurement of intellectual capital (IC).
4. Current performance improvement practices: Theory of Constraints (TOC), Kaizen and target costing, Total Quality Management, Six Sigma and Baldrige Performance Excellence Framework
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| **Teaching/ Learning Methodology**  | A mixture of lectures, tutorial exercises and case studies will be used to deliver the various topics in this subject. Some of which will be covered in a problem-based format where this enhances the learning objectives. Others will be covered through directed study in order to enhance the students’ ability of “learning to learn”. External speakers will be invited to deliver some case studies, to integrate these topics and thus demonstrate to students how the various techniques are inter-related and how they apply in real life situations.

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| Teaching/Learning Methodology | Intended subject learning outcomes |
| a | b | c |
| 1. Lectures, tutorials, case studies  | ✓ | ✓ | ✓ |
| 2. Seminars delivered by guest speakers | ✓ | ✓ | ✓ |
| 3. Pre-course reading and activity | ✓ | ✓ |  |

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| **Assessment Methods in Alignment with Intended Learning Outcomes** |

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| Specific assessment methods/tasks  | % weighting | Intended subject learning outcomes to be assessed |
| a | b | c |
| 1. Test | 50 | √ | √ | √ |
| 2. Mini project (group) | 30 | √ | √ |  |
| 3. Individual assignment | 20 | √ | √ |  |
| Total  | 100 |  |

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| **Student Study Effort Expected** | Class contact: |  |
| * Lecture
 | 26 Hrs. |
| * Case Studies and Seminars
 | 13 Hrs. |
| Other student study effort: |  |
| * Self Study
 | 63 Hrs. |
| Total student study effort  | 102 Hrs. |
| **Reading List and References** | Pre-course reading: * Kaplan R. S. and Norton D. P. (1992) "The balanced scorecard measures that drive performance". Harvard Business Review Vol. Jan-Feb: 71-79.

Other recommended reading:* Maestrini V., Luccini D., Caniato F., Martinez V., Neely A. (2018). The Relationship Regulator: a buyer-supplier collaborative performance measurement system. International Journal of Production and Operations Management, 38(1): 2022-2039.
* Martinez V. and Kennerley M. (2006); “The impact of performance measurement and management systems“ report. Free to download at <http://dspace.lib.cranfield.ac.uk/handle/1826/3091>
 |
|  | * Neely, A. 1998. “Three Modes of Measurement: Theory and Practice”. International Journal of Business Performance Measurement. Vol. 1, No. 1.
* Neely, A., Richards, H., Mills, J., Platts, K., and Bourne, M. 1997. “Designing Performance Measures: A Structured Approach”. International Journal of Operations and Production Management. Vol. 17, No. 11., pp. 1131-1152.
* Winston, B, Lance, C.E. and Woehr, D.J, (2006) Performance Measurement: current perspectives and future challenges, Lawrence Erlbaum Associates.
* R.B., Carton and Hofer, C.W. (2006) Measuring Organizational Performance: Metrics for Entrepreneurship and Strategic Management Research, Edward Elgar Publishing Ltd.
* Axson, David A.J. (2010) Best Practices in Planning and Performance Management : Radically Rethinking Management for a Volatile World, 3rd Edition, John Wiley & Sons.
* Total Quality Management and Business Excellence, Taylor & Francis Group.
* Porter M. E. (1996); “What is strategy?”; Harvard Business Review; Nov-Dec: 61-78.
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