Performance Management

Specialty	Institute
073 – Management	Institute of Education and Science in Economics, Management and International Business
Educational program	Department
Management of organizations and administration	Management (204)
Level of education	Course type
Bachelor's level	Special (professional), Mandatory
Semester	Language of instruction
7	English

Lecturers and course developers

Nataliia Krasnokutska

nataliia.krasnokutska@khpi.edu.ua

DSc (Economics), Professor, Director of Institute of Education and Science in Economics, Management and International Business (NTU "KhPI") Authored and coauthored over 200 scientific publications. Courses: Performance management, Business valuation, Business planning
More about the lecturer on the department's website:
http://web.kpi.kharkov.ua/mto/about/staff/krasnokutska-2

Valentin Kovshik

valentin.kovshik@khpi.edu.ua
Ph.D. (C.Sc.) in Economic Sciences, associate professor of Management department

Authored and co-authored over 30 scientific and methodological publications. Courses: Operations management, Supply chain management, Logistics management, Information systems and technologies in management, SMM-management
More about the lecturer on the department's website:
https://web.kpi.kharkov.ua/mto/about/staff/kovshik-2/

General information

Summary

The This course identifies the knowledge and skills needed for effective management of individual and team performance and examines the design of performance management systems that aim to transform organizational objectives into performance outcomes

Course objectives and goals

to develop an understanding of the performance management as an on-going process composed of several sub-processes, such as performance
planning, execution, assessment, and review;
 to develop a working knowledge of how to effectively apply performance assessment and management techniques and design a performance
management system;
 to understand and develop key skills involved in effective performance management.

Format of classes

Lectures - 32 h., Workshops - 16 h., self-study - 72 h. Final control in the form of an exam.

Competencies

GC03. The ability for abstract thinking, analysis, synthesis.
GC04. The ability to apply knowledge in practical situations.
GC05. Knowledge and understanding of the subject area and understanding of the professional activity.
GC09. The ability to learn and to master modern knowledge.
SC01. The ability to identify and describe the characteristics of organizations.
SC02. The ability to analyze the results of an organization's activity, to compare them with the factors of the external and internal environment.
SC03. The ability to identify prospects for organizational development.
SC04. The ability to determine the functional areas of an organization and the relationships between them.
SC05. The ability to manage an organization and its units through performing management functions.
SC06. The ability to act in a socially responsible and conscientious manner.
SC07. The ability to choose and use modern tools of management.
SC08. The ability to plan the organization activity and to manage time.
SC10. The ability to assess the performed works, to ensure their quality and to motivate personnel of an organization
SC12. The ability to analyze and structure the organizational problems, make informed and justified decisions.

Learning outcomes

LO 03. To demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.
LO 04. To demonstrate the ability to identify problems and justify managerial decisions.
LO 05. To describe the content of the functional areas of an organization
LO 08. To apply management methods for ensuring the effectiveness of an organization.
LO 10. To possess the skills of justifying effective instruments for motivating the personnel of an organization.
LO 11. To demonstrate the skills of situation analysis and communications in various areas of an organization's activities.
LO 16. To demonstrate skills of independent work, flexible thinking, openness to new knowledge, to be critical and self-critical.
LO 17. To conduct research individually and/or in a group under the supervision of a leader.

Student workload

The total volume of the course is 150 hours (5 ECTS credits): lectures - 32 hours, Workshops - 32 hours, self-study - 86 hours.

Course prerequisites

To successfully complete the course, it is necessary to have knowledge and practical skills from the following courses: "Fundamentals of management", "Organizational theory", "Human recourse management".

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Features of the course, teaching and learning methods, and technologies

Interactive lectures Interactive lectures with presentations, discussions, workshops, teamwork, case-based learning, student-peer feedback, problem-based learning. Study materials are available to students through OneDrive, Google-classroom.

Program of the course

Topics of the lectures

Topic 1. The basis of performance management
Topic 2. Goal setting and key performance indicators
Topic 3. Balanced scorecard
Topic 4. Developing Performance plan
Topic 5. Assessing performance
Topic 6. Managing different levels of performance
Topic 7. The role of the manager before assessment
Topic 8. Reviewing performance

Topics of the workshops

Topic 1. The basis of performance management. Case study "Enron scandal"
Topic 2. Goal setting and key performance indicators
Topic 3. Balanced scorecard. Creating dashboards in Excel and MS Power BI Desktop
Topic 4. Developing Performance plan n for work units and employees, performance standards and elements
Topic 5. Assessing performance. Ranking and rating performance, appraisal techniques
Topic 6. Managing different levels of performance
Topic 7. The role of the manager before assessment Tips for providing feedback and coaching poor performers
Topic 8. Reviewing performance. Case study "How do Performance Reviews work at Google?"

Topics of the laboratory classes

no laboratory classes.

Self-study

Preparing for the case study "Enron scandal", learning from "Astra Zeneca" experience, reading suggested literature, studying of coursework requirements
Creating the individual goal sheets, understanding the difference between objectives and key results, preparing for discussion "14 Mistakes That Ruin Performance Management", studying statistical tools for performance measurement
Case Study "Toyota: Applying the Balanced Scorecard to an Automaker", "Mobil USM&R(A)", gaining the skills of creating dashboards with Excel tools (Excel assignment), creating a BSC for the chosen company
Distinguishing activities from accomplishments based on the fable of beekeepers and their hives, setting smart elements and objectives for the particular work unit in the chosen company, determining work unit accomplishments
Performance appraisal case study, reading articles about various aspects of performance assessment
Identifying different levels of performance (steady performers, burnout, remote etc.) and understanding key areas for managing them
Studying the process of providing feedback, preparing list of questions to employee and motivating measures
Watching videos "Netflix Culture", reading "History of performance reviews", filling out "The objectives & outcomes performance review template"

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Course materials and recommended reading

1. Armstrong, M., (2006). Armstrong's handbook of performance management : an evidence-based quide to delivering, 4th edition, ed. London: Kogan Page.
2. Armstrong, M., (2009). Armstrong's Essential Human Resource Management Practice: AGuideto PeopleManagement. London ; Philadelphia : Kogan Page.
3. A Handbook for Measuring Employee Performance : Aligning Employee Performance Plans with Organizational Goals. [Washington, D.C.] :U.S. Office of Personnel Management, Performance Management and Incentive Awards Division, 2017.
4. Caldwell, C.M., (2002) Performance Management: EBook Edition. S. l.: AmericanManagement Association
5. Shields J. et al. (2015) Managing employee performance & reward: Concepts, practices, strategies. – Cambridge University Press.
6. Williams R. S. (2002) Managing employee performance: Design and implementation in organizations. – Cengage Learning EMEA.
7. Ericksen, J (2007) High performance work systems: dynamic workforce alignment and firm performance, Academy of Management Proceedings, pp 1–6.
8. Kaplan, R & Norton, D. (2006). Alignment: Using the Balanced Scorecard to CreateCorporate Synergies.Boston, MA: Harvard Business School Press.
9. Cardy R., & Leonard, B., (2014). Performance Management: Concepts, Skills and Exercises.New York: Routledge. 6. Daniels, A.C., & Rosen, T.A., (2014). Performance Management: Changing Behaviorthat Drives Organizational Effectiveness. Atlanta: Performance Management Publications.
10. Stone, F.M., (2007).Coaching, Counseling & Mentoring: How to Choose & Use the RightTechnique to Boost Employee Performance.New York: American Management Association.

Assessment and grading

Criteria for assessment of student performance, and the final score structure

100% Final assessment as a result of Final exam (40%) and Continuous assessment (60%).
40% Final exam: course paper (written course work) and its oral presentation 60%
Continuous assessment:
• 30% practical assessment (including problem sheets, reporting on fieldwork, and case-studies);
 • 10% individual assignment
• 20% term control (2 online tests).

Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management. Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/

Approval

Approved by	Date, signature	Head of the department
		Olena PROKHORENKO

	Date, signature	Guarantor of the educational program
		Olena LINKOVA

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