



Engineering and Technology Management

COURSE SYLLABUS

Course Number: E M 575

Course Name: Performance Management in Technical Organizations

Instructor: Alice Squires

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Semester Credits: 3

Prerequisites: None

Course Description and Objectives:

This course addresses the performance management of technical organizations by: a) building a learning organization for sustainable advantage over time; and b) applying a balanced scorecard approach from financial, customer, internal-business-process, and learning and growth perspectives. The course covers measurement including human performance management; development of core learning team capabilities based on understanding complexity, developing reflective conversations, and fostering aspiration; and design of a balanced scorecard based performance management and implementation plan for an organizational component. The class provides an overview of philosophies and methods for organizational improvement. Students will gain mastery in designing and implementing successful world-class performance improvement systems. The objectives of this course are to study current views of philosophies and methods for organizational improvement; to understand strategic and tactical planning methods for refining organizational objectives; and to measure achievement of the objectives on key dimensions. Instructional methods will consist of lectures with interactive student participation, video presentations, guided online homework discussions, student projects and presentations. This is a graduate seminar for working professionals. The content of the course will cover material related to the development of balanced scorecards to enhance organizational performance, as well as elements of learning organizations, as developed by Peter Senge, author of The Fifth Discipline.

Course Topics:

- The Learning Organization
- What is Performance Management?
- Measurement and Management in the Information Age
- Why Does Business Need a Balanced Scorecard?
- Financial Perspective
- Customer Perspective
- Internal Business Process Perspective
- Learning and Growth Perspective
- Linking Balanced Scorecard Measures to Strategy
- Building a Balanced Scorecard
- Structure and Strategy
- Strategy Focused Organizations
- Strategy Maps: Non-Profit, Government, and Health Care Organizations
- Achieving Strategic Alignment: From Top to Bottom
- Strategy: Everyone's Day Job
- Targets, Resource Allocation, Initiatives, and Budgets
- Feedback and the Strategic Learning Process
- Implementing a Balanced Scorecard Management Program
- Systems Thinking, System Archetypes
- Learning Styles
- Executive Leadership
- Avoiding Pitfalls

Grading:

Participation: 10%, Discussion: 10%, Quizzes: 30%, Scorecard: 25%, Team Project: 25%