

Valid for 2023.FS

Module Name: Performance Management	
Module Code	w.MA.XX.PM-M12.16HS
Module Description	Students are able to assess and apply the fundamental concepts of evidence-based, value-oriented, and behavior-appropriate management control system.
Program and Specialization	Accounting and Controlling
Legal Framework	Academic Regulations MSc in Accounting and Controlling dated 10.12.2015, Appendix to the Academic Regulations for the degree program in Accounting and Controlling, first adopted on 26.01.2016
Module Category	Module Type: Compulsory
ECTS	6
Organizational Unit	W Institut für Financial Management (IFI)
Module Coordinator	Joachim Vogt (vogj)
Deputy Module Coordinator	Gabriela Nagel (nail)
Prerequisite Knowledge	Modules at Master's level: Controlling, Financial Reporting, and Corporate Finance and Financial Modelling
Contribution to Program Learning Goals (Affected by Module)	§ Professional Competence § Methodological Competence § Social Competence § Self-Competence
Contribution to Program Learning Objectives	Professional Competence § Knowing and Understanding Content of Theoretical and Practical Relevance § Apply, Analyze, and Synthesize Content of Theoretical and Practical Relevance § Evaluate Content of Theoretical and Practical Relevance Methodological Competence § Problem-Solving & Critical Thinking § Scientific Methodology § Work Methods, Techniques, and Procedures § Information Literacy § Creativity & Innovation Social Competence § Written Communication § Oral Communication § Teamwork & Conflict Management § Intercultural Insight & Ability to Change Perspective Self-Competence § Self-Management & Self-Reflection § Ethical & Social Responsibility § Learning & Change
Module Learning Objectives	Students... § are able to assess the benefits and drawbacks of various concepts of performance management and to design management control systems; § are given the ability to support strategy development by means of meaningful strategic analyses; § are able to implement appropriate concepts and methods to implement strategies; § are given the ability to apply the methods of strategic project and investment controlling; § are able to design effective and efficient planning, budgeting, and forecasting processes; § are able to explain the significance of revenue management and apply various revenue management approaches § are able to assess the benefits and drawbacks of concepts and methods of resource and cost management; § are given the ability to design a corporate reporting system as an instrument of stakeholder management; § are able to support the decision-making processes of corporate management using meaningful management reporting; § are given the means to apply the methods of performance measurement and design a performance-related pay scheme; and § work effectively and purposefully in a team towards a common goal and present the results in a compelling manner.

Module Content	§ Designing a management control system: Managing decentralized organizations; designing a management control system, future-oriented control using objectives; the meaning and the design of evidence-based decision-making processes; implementing a behavioral performance management system. § Value-oriented performance management: Analysis of value drivers, generating value through risk-taking; intellectual property as value drivers; performance management using strategy maps, the balanced scorecard, and key performance indicators. § Strategy development: Shareholders vs. stakeholders; corporate goals; corporate governance; analyzing the external environment; the corporate environment and management control systems; strategy as a basis for management control; designing a strategic plan; analysis of market attractiveness; analysis of competitive position; strengths/weaknesses analysis; analysis of a business portfolio; strategy development and management control systems § Strategy implementation: Project and investment controlling; management control using responsibility centers and transfer pricing; significance and approaches of a customer-oriented profit management; methods of process-oriented cost management; planning, budgeting, and forecasting design; concepts and methods of measuring performance; significance and application of performance-related compensation remuneration § The role of the financial function: The significance of external financial communication; designing a management reporting system; concepts of value reporting and sustainability reporting; requirements of integrated reporting; the significance and role of investor relations; controlling requirements; the effects of digitalization; creating an agile financial function		
Links to other modules	The content of this module is linked to the following modules: w.MA.XX.CFFM-M7.17HS w.MA.XX.CO-M3.16HS		
Methods of Instruction	§ Lecture § Interactive Instruction § Application Tasks § Exercises § Literature Review	Social Settings Used: § Individual Work § Group Work	
Digital Resources	§ Reader § Teaching Videos		
Type of Instruction	Classroom Instruction	Guided Self-Study	Autonomous Self-Study
Lecture	72 h	-	-
Excercise	-	-	-
Project Work	-	38 h	-
Seminar	-	-	-
Total	72 h	38 h	70 h
Performance Assessment			
End-of-module exam	Form	Length (min.)	Weighting
Written exam	Open book	60	60,00 %
Permitted Resources	Free choice of calculator	With dictionary	
Students are not allowed to revise and resubmit performance assessment tasks.			
Others	Assessment	Length (min.)	Weighting
Group Presentation	Grade	30	40,00 %
Classroom Attendance Requirement	Mandatory Attendance: None		
Language of Instruction/Examination	German		
Compulsory Reading	§ Anthony, R., Govindarajan, V. & Hartmann, F. (2014). Management Control Systems. 1st edition. Mc Graw Hill. ISBN 139780077133269. European Edition. § Reader (to be issued)		
Recommended Reading	§ Hope, J. & Player, S. (2012). Beyond Performance Management. 1st edition. Harvard Business School Publishing. ISBN 978-1-4221-4195-3. § Bradley, C., Hirt, M. & Smith, S. (2018). Strategy Beyond the Hockey Stick. 1st edition. New Jersey: Wiley. ISBN 978-1-119-48760-9.		
Comments	-		