

**EDINBURGH BUSINESS SCHOOL PROGRAMME**  
**COURSE OUTLINE**



*A Great Place to Learn.*

**PROGRAMME:** HERIOT WATT MBA  
**DURATION:** January - March 2025  
**DAY(S):** Tuesdays  
**MODE:** Online  
**COMPONENT:** Elective  
**LECTURER:** Caron Greaves  
**CAMPUS:**

Contract Hours 30 hrs.  
Actual Hours

Lecture Number	Lecture Day & Date		Time	Hrs.	Cum Hrs.	Lecture Topic	No./ Type of Session	Outcomes: At the end of the session students should be able to:	Expected Reading	Questions	Items Due For Next Class
1	Tuesday	Jan 28th	5:30 - 7:30 PM -AST	2	2	Introduction to Performance Management for Business	Lt.	<ul style="list-style-type: none"> <li>* Orientation</li> <li>* understand the fundamental concepts and definitions that underpin the theory of performance measurement and management;</li> <li>* develop a critical understanding of the theoretical basis of performance measurement and management; and</li> <li>* be familiar with common performance measures and performance measurement frameworks.</li> </ul>	Chapters 1 - 2	* End of Chapter questions	Reading for Chpts 3 - 4
2	Tuesday	Feb 4th	5:30 - 7:30 PM -AST	2	4	Key Concepts and Frameworks What are we managing?	Lt. / T	<ul style="list-style-type: none"> <li>* understand organisations as a series of value streams and processes;</li> <li>* analyse and understand how your organisation and its various value streams compete in their respective markets; and</li> <li>* analyse business processes and map performance measures on to the process to manage flows of work through the process.</li> </ul>	Chapters 3 - 4	* End of Chapter questions	Reading for Chpt 5 - 6
3	Tuesday	Feb 11th	5:30 - 7:30 PM -AST	2	6  8	Technical Controls: Effective PMS  Design and Improvements of PMS	Lt. / T	<ul style="list-style-type: none"> <li>* critically understand and discuss the need for performance measurement in organisations;</li> <li>* critically evaluate effectiveness of performance measures, performance measurement systems and performance review processes in organisations; and</li> <li>* design effective performance measures, performance measurement systems and performance review processes for organisations.</li> </ul> <p>Discussions and Practical exercise</p>	Chapters 5 -  Chapter 6	Group discussion on YouTube video	Reading for Chpt 7 - 8

4	Tuesday	Feb 18th	5:30 - 7:30 PM - AST	2	10	Social Controls - How to use PMS Effectively .... Drivers of Performance.	Lt. / T	* critically understand and discuss the top-level drivers of business performance; * critically understand and discuss what organisational capabilities are and how they develop over time; * critically understand and discuss the need for organisational learning and for a culture that supports learning; and * critically use capability maturity models to assess organisational capabilities and identify gaps for improvement.	Chapter 7 - 8	PMS Case study and debrief	Reading for Chpt 9 - 10
5	Tuesday	Feb 25th	5:30 - 7:30 PM - AST	2	12 - 14	Social controls: how to use PMS effectively	Lt. / T	* critically understand and discuss what motivates people in organisations; * critically understand and discuss the need for an appropriate balance between technical and social controls; * critically evaluate what the right balance may be for a given organisational context; * analyse and diagnose the balance of between technical controls and social controls in organisations; and * make recommendations as to how the balance between technical and social controls may be improved	Chapter 9 - 10	Review of Exam strategies	Reading for Chpt 12 - 13
6	Tuesday	Mar. 11th	5:30 - 7:30 PM - AST	2	16	Improvements	Lt. / T	* critically understand importance of the systems approach in designing and delivering interventions * critically understand the difference between technical and social intervention * how to judge the right balance between technical and social interventions	Chapter 12 -13		End of chapter case study
7	Tuesday	Mar. 18th	5:30 - 7:30 PM - AST	2	18 - 20	Improvements	Lt. / T	plan and deliver effective performance improvement interventions integrated understanding of the three organisational control systems that underpin the way organisations measure and manage performance			
8	Tuesday	March 25th	5:30 - 7:30 PM - AST	2	22 - 24	Assessment Preparation	EP	The assessment is designed to test your knowledge and understanding of the various modules that comprise the course. The assessment evaluates how effectively you have acquired the key concepts and also how well you can apply them.	Practice activities		YouTube Videos
9	Tuesday	April 1st	5:30 - 7:30 PM - AST	2	26 - 28	Assessment Preparation	EP	Wrap up preparation   Exam readiness	Mock assessment		EBS - Assessment paper review   Past papers
10	Tuesday	April 8th	5:30 - 7:30 PM - AST	2	30	Exam Strategies	EP	Wrap Up and Close Out	Group Discussions		

**Key / Legend**

Lt = Lecture T= Tutorial Lb = Lab EP = Exam Prep



Lecturer Signature

January 12  
2025

Date Submitted

Course Administrator Signature

Date received

**Last Notes: SBCS reserves the right to make changes to the information contained herein. Any changes effected to the information contained herein will be made known to all students concerned via class announcement. It is thus the responsibility of the student to attend all classes and to keep abreast of matters should they be absent from any class session. Students are advised and encouraged to contact their fellow classmates for updates where class sessions have been missed.**

**Date syllabus last modified: August 13, 2024**

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Unit Manager Signature

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Date received

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Quality Assurance Manager Signature

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Date received

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Executive Director Signature

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Date received



