

**Course title: ORGANIZATIONAL PERFORMANCE MEASUREMENT**

<b>Lecturers</b>	Assoc. Prof. Martina Tomičić Furjan, Ph. D. Full. Prof. Robert Fabac, Ph.D.
<b>Language of instruction</b>	Croatian and English
<b>Study level</b>	Master
<b>Study programme</b>	Business Systems Organization
<b>Semester</b>	3 <sup>rd</sup> (winter)
<b>ECTS</b>	5
<b>Goal</b>	The development of an organizational performance measurement model and its corresponding measurement system is a process covered by the continuum of strategic planning of an organization. Each model is, like any organization, unique and specific, but it is possible to define procedural guidelines and steps, which organizations can apply to make the development process easier and more successful. This course is aimed for students in graduate level to learn how to develop a strategic plan for an organization, that includes performance measurement as its focus, using Balanced Scorecard as the most common performance measurement method.
<b>General and specific learning outcomes</b>	
<b>Content</b>	<p><b>1. Organizational strategy documents.</b></p> <p>Strategic plan as a source of organizational goals. Strategic information system development plan that should support the achievement of organizational goals. Performance measurement plan that enables management to see at any time, through the use of IT, how far the organization is from achieving its goals. Harmonized development of these documents as a precondition for managing performance measurement.</p> <p><b>2. Metamodel of organizational documents.</b></p> <p>Processes of creating organizational documents. Data model of organizational documents. Process and data perspectives of organizational documents management. Metamodel of methods for creating organizational documents.</p> <p><b>3. Basic Concepts of Performance Measurement.</b></p> <p>Systematic view of organization in the environment. Input-process-output-outcome presentation. Reasons for introducing performance measurement: continuous organizational management and targeted program valuation. Syntax and semantics of organizational goals.</p> <p><b>4. Strategic Management Continuum.</b></p> <p>Organizational mission. Mission development. Organizational vision. Relationship between the vision and strategic goals. All elements of the strategic management continuum.</p> <p><b>5. Modeling of the Strategic Management Continuum</b></p> <p>Structure of the Strategic Management Continuum. Results of the application of the management method. Metamodel of the Strategic Management Continuum.</p>

## **6. Development of strategic management based on performance**

Basics of Balanced Scorecard. Development of a performance measurement management model using BSC method (BSC model). A table for analyzing strategic goals. SWOT analysis as a source of strategies. Activities for strategy implementation. Activity goals. Paths of organizational goals. Setting goals to the BSC model perspectives: finance, users, internal processes, and learning and growth. Perspectives of the BSC model for private and public sector organizations. Cause and effect chains in the strategic map of goals. (2 hours)

## **7. Ontology of performance measurement**

Metamodel SWOT analyzes through a process and data view. Modeling cause and effect chains. Metamodel of strategic themes. Metamodel of the table for analyzing strategic goals.

## **8. Measurement instruments of the BSC model**

Relationship between goals and measures. The value of the measure as an indicator of achieving the goal. Structure of the measuring instrument: measure ID, name of measure, type of measure, method of measurement, limit value, factors of influence. Factors of influence. Table for analyzing measures. Cause and effect chain of measures. Leading measures and lagging measures. Determine value of measures.

## **9. Metamodel of measuring instruments**

Metamodel of the strategic map of measures. The link between the SWOT analysis metamodel, goals and measures. Performing a unique meta-model of BSC methodology. Metamodel of the table for analyzing measures. Modeling the link between goals and measures.

## **10. Cascading goals and measures.**

Decomposition of strategic goals. Strategic maps of goals. Tactical maps of goals. Goals and Organizational Forms. Matrix of goals classification. Cascading goals. The cause and effect chain of tactical goals.

## **11. Metamodel of organizational management in cascading**

Modelling the process of goals. Semantic of strategic and tactical goals. Activity flow diagram of cascading the organizational goals. Metamodeling the cascading method.

## **12. Operative use of the BSC model**

Introducing the BSC model as an organization management system. Key roles in organizational use/application of the BSC model in organizational use/application of the BSC model: owner, manager, BSC model designer, BSC model administrator, database administrator (BP). Verification and validation of the BSC model.

## **13. Tools for performance measurement support**

Software tools that support the measurement of organizational performance. Structure of CASE tools repository for model development. Use of CASE tools for model development.

## **14. Process for CASE tool development supporting the BSC model**

Ontology of CASE measurement support tool. Metamodel of the BSC method as core for a CASE tool. Model of applying the BSC method. Metamodel of the results of the BSC method.

## **15. Examples of BSC management support tools**

	Microsoft Office Business Scorecard Manager. Microsoft Office Business Scorecard Builder. Dialog strategy. AdoScore. Structure and ways of using these tools. Tools for strategic organizational measures vs. Tools for diagnostic organizational measures.
<b>Exercises</b>	In seminars, students solve problems and discuss examples of organizational performance measurement. As additional assignment, students can choose to make a presentation of a theme of interest and introduce it to other students in the group.  In exercises, students develop a performance measurement model for a real-life organization and implement it in a CASE tool (AdoScore).
<b>Realization and examination</b>	Student presentations at seminars (optional), real-case performance measurement model development in lab. exercises, oral exam.
<b>Related courses</b>	1. Performance Measurement and Performance Indicators - <a href="https://www.ntnu.edu">https://www.ntnu.edu</a> 2. Measuring and improving business performance - <a href="https://www.ecornell.com">https://www.ecornell.com</a>
<b>Literature</b>	Basic:  Organizational performance measurement - course materials, available on the e-learning system.  Additional:  Kaplan, R.S.; Norton, D.P.: Using the Balanced Scorecard as a Strategic Management System. Harvard Business Review, 1996.  Norton, R.S.; Kaplan, D.P.: The Strategy-Focused Organizations: how balanced scorecard companies thrive in the new business environment. Harvard Business School, Boston, 2001.  Dobrović, Ž.: Strategic Planning under Uncertainty: Building the metamodel, Journal of Information and Organizational Sciences, Faculty of Organization and Informatics, Varaždin, 2002.  Niven P.R.: Balanced Scorecard: Step-by-Step, John Wiley & Sons, Inc., 2002.  Tomičić M., Dobrović Ž.: Metode oblikovanja strateške mape ciljeva kod izgradnje BSC, Zbornik radova savjetovanja CASE 18, Opatija 2006.