

## Liverpool John Moores University

Title: MEASURING ORGANISATIONAL PERFORMANCE  
Status: Definitive  
Code: **6000BUSMA** (108274)  
Version Start Date: 01-08-2011

Owning School/Faculty: Liverpool Business School  
Teaching School/Faculty: Liverpool Business School

Team	Leader
Adam Richards	Y

**Academic Level:** FHEQ6  
**Credit Value:** 12.00  
**Total Delivered Hours:** 26.00  
**Total Learning Hours:** 120  
**Private Study:** 94

### Delivery Options

Course typically offered: Semester 2

Component	Contact Hours
Lecture	13.000
Tutorial	13.000

**Grading Basis:** 40 %

### Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Essay	AS1	Essay	50.0	
Report	AS2	Report	50.0	

### Aims

- 1. To develop an understanding of the historical developments and requirements of performance management.*
- 2. Critically evaluate numerous performance management systems.*

### Learning Outcomes

After completing the module the student should be able to:

- 1 Critically evaluate the requirements of contemporary performance management in a range of sectors of the economy.
- 2 Explain notions of added-value and sustainable development.
- 3 Analyse and evaluate the varying performance management requirements of alternative business models.
- 4 Critically evaluate numerous performance management systems.

## Learning Outcomes of Assessments

The assessment item list is assessed via the learning outcomes listed:

Essay	1	2	4
Report	3		

## Outline Syllabus

*Historic developments of performance management.*

*Analysis of managerial requirement for performance measurement (with specific awareness of requirements for accountability and transparency, in the quest for legitimacy).*

*Notions of added-value and sustainable development.*

*Role of performance management in relation to alternative business sectors.*

*Role of legislation in performance management disclosure.*

*Practical requirements of performance management systems (for example alignment with strategic direction and stakeholder engagement).*

*Models/techniques of performance management (for example social accounting, balanced scorecard, social return on investment etc).*

## Learning Activities

This module will employ a range of student-centered learning strategies, including lectures, tutorials, case-study, critical appraisal, problem solving, creative problem solving and self-directed problem based learning.

## References

<b>Course Material</b>	Book
<b>Author</b>	Paton, R
<b>Publishing Year</b>	2003
<b>Title</b>	Managing and Measuring Social Enterprises
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	London, Sage Publications
<b>ISBN</b>	

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<b>Course Material</b>	Book
<b>Author</b>	Morrison-Saunders, A and Arts, J
<b>Publishing Year</b>	2006
<b>Title</b>	Assessing Impact
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	London, Earthscan
<b>ISBN</b>	

<b>Course Material</b>	Book
<b>Author</b>	Gibson, R B with Hassan, S, Holtz, S, Tansey, J and Whitelaw, G
<b>Publishing Year</b>	2005
<b>Title</b>	Sustainability Assessment Criteria and Processes
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	London, Earthscan
<b>ISBN</b>	

<b>Course Material</b>	Book
<b>Author</b>	Bell, S and Morse, S
<b>Publishing Year</b>	2008
<b>Title</b>	Sustainability Indicators Measuring the Immeasurable?
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	London, Earthscan
<b>ISBN</b>	

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## Notes

This module is designed to instil an awareness of the contemporary requirements for performance management. Awareness of historical developments and the debates surrounding what is to be measured and the relationship to organisational legitimacy, will be complemented by the critical appraisal of numerous performance management systems.