

## EDINBURGH BUSINESS SCHOOL PROGRAMME

## COURSE OUTLINE



*A Great Place to Learn.*

|                   |                                     |
|-------------------|-------------------------------------|
| <b>PROGRAMME:</b> | HERIOT WATT MBA                     |
| <b>DURATION:</b>  | August - October 2025               |
| <b>DAY(S):</b>    | Wednesdays                          |
| <b>MODE:</b>      | Hybrid - <b>F2F</b> & Online        |
| <b>COMPONENT:</b> | Performance Management for Business |
| <b>LECTURER:</b>  | <b>Caron Greaves</b>                |
| <b>CAMPUS:</b>    | Champs Fleurs                       |

|                |         |
|----------------|---------|
| 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              | Wednesday          | Aug 13th | 5:30 - 7:30 PM -AST | 2    | 2        | Introduction to Performance Management for Business | Lt. F2F              | * Orientation<br>* understand the fundamental concepts and definitions that underpin the theory of performance measurement and management;<br>* develop a critical understanding of the theoretical basis of performance measurement and management; and<br>* be familiar with common performance measures and performance measurement frameworks.                                | Chapters 1 - 2   | * End of Chapter questions        | Reading for Chpts 3 - 4  |
| 2              | Wednesday          | Aug 20th | 5:30 - 7:30 PM -AST | 2    | 4        | Key Concepts and Frameworks What are we managing?   | Lt. / T              | * understand organisations as a series of value streams and processes;<br>* analyse and understand how your organisation and its various value streams compete in their respective markets; and<br>* analyse business processes and map performance measures on to the process to manage flows of work through the process.   | Chapters 3 - 4   | * End of Chapter questions        | Reading for Chpt 5 - 6   |
| 3              | Wednesday          | Aug 27th | 5:30 - 7:30 PM -AST | 2    | 6        | Technical Controls: Effective PMS                   | Lt. / T              | * critically understand and discuss the need for performance measurement in organisations;<br>* critically evaluate effectiveness of performance measures, performance measurement systems and performance review processes in organisations; and<br>* design effective performance measures, performance measurement systems and performance review processes for organisations. | Chapters 5 -     | Group discussion on YouTube video | Reading for Chpt 7 - 8   |
|                |                    |          |                     |      | 8        | Design and Improvements of PMS                      |                      | Discussions and Practical exercise  | Chapter 6        |                                   |                          |

|    |           |           |                               |   |         |   |                |  |                     |                               |  |
|----|-----------|-----------|-------------------------------|---|---------|---|----------------|--|---------------------|-------------------------------|--|
| 4  | Wednesday | Sept 3rd  | 5:30<br>-<br>7:30<br>PM -AST  | 2 | 10      | Social Controls -<br>How to use PMS<br>Effectively ....<br>Drivers of<br>Performance. | Lt. /<br>F2F T | * critically understand and discuss the top-level<br>drivers of business performance;<br>* critically understand and discuss what<br>organisational capabilities are and how they develop<br>over time;<br>* critically understand and discuss the need for<br>organisational learning and for a culture that supports<br>learning; and<br>* critically use capability maturity models to assess<br>organisational capabilities and identify gaps for<br>improvement.  | Chapter 7 - 8       | PMS Case study<br>and debrief | Reading for<br>Chpt 9 - 10                           |
| 5  | Wednesday | Sept 10th | 5:30<br>-<br>7:30<br>PM - AST | 2 | 12 - 14 | Social controls:<br>how to use PMS<br>effectively                                     | Lt. /<br>T     | * critically understand and discuss what motivates<br>people in organisations;<br>* critically understand and discuss the need for an<br>appropriate balance between technical and social<br>controls;<br>* critically evaluate what the right balance may be for<br>a given organisational context;<br>* analyse and diagnose the balance of between<br>technical controls and social controls in organisations;<br>and<br>* make recommendations as to how the balance<br>between technical and social controls may be<br>improved | Chapter 9 - 10      | Review of Exam<br>strategies  | Reading for<br>Chpt 12 - 13                          |
| 6  | Wednesday | Sept 17th | 5:30<br>-<br>7:30<br>PM - AST | 2 | 16      | Improvements  | Lt. /<br>T     | * critically understand importance of the systems<br>approach in designing and delivering interventions<br>* critically understand the difference between<br>technical and social intervention<br>* how to judge the right balance between technical<br>and social interventions<br>plan and deliver effective performance improvement<br>interventions  | Chapter 12 -13      |                               | End of chapter<br>case study                         |
| 7  | Wednesday | Oct. 1st  | 5:30<br>-<br>7:30<br>PM - AST | 2 | 18 - 20 | Improvements  | Lt. /<br>T     | integrated understanding of the three organisational<br>control systems that underpin the way organisations<br>measure and manage performance  |                     |                               |  |
| 8  | Wednesday | Oct. 8th  | 5:30<br>-<br>7:30<br>PM - AST | 2 | 22 - 24 | Assessment<br>Preparation   | EP<br>F2F      | The assessment is designed to test your knowledge<br>and understanding of the various modules that<br>comprise the course. The assessment evaluates how<br>effectively you have acquired the key concepts and<br>also how well you can apply them.   | Practice activities |                               | YouTube<br>Videos                                    |
| 9  | Wednesday | Oct 15 th | 5:30<br>-<br>7:30<br>PM - AST | 2 | 26 - 28 | Assessment<br>Preparation   | EP             | Wrap up preparation   Exam readiness   | Mock assessment     |                               | EBS -<br>Assessment<br>paper review  <br>Past papers |
| 10 | Wednesday | Oct. 22nd | 5:30<br>-<br>7:30<br>PM - AST | 2 | 30      | Exam Strategies   | EP             | Wrap Up and Close Out  | Group Discussions   |                               |  |

**Key / Legend**  
Lt = Lecture    F2F = Face 2 Face    T = Tutorial    Lb = Lab    EP = Exam Prep



Lecturer Signature

May 21 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: May 20, 2025

Unit Manager Signature

Quality Assurance Manager Signature

Executive Director Signature

Date received

Date received

Date received



