

# PBAF 599 – Performance Measurement and Management Across Sectors

## Winter 2011

**Course Description:** This course will address performance measurement/management movements that originated in the early 1990's in all three major sectors. In the business sector we will begin with Kaplan and Norton's "Balanced Scorecard"; in the government sector we will begin with Osborne and Gaebler's "Reinventing Government"; and in the non-profit sector we will begin with the United Way's "Measuring Program Outcomes". Students will read and discuss the original texts along with recent research, applications, and critical commentaries on the movements. We will investigate themes that are consistent and divergent across the sectors with a concluding project that applies the lessons from the past two decades to an actual organization.

**Deliverables:** Students will complete three major deliverables during the term:

- 20% - Discussion Board (wiki, blog, etc)
- 30% - Book reviews : Writing, critiquing and presenting
- 50% - Final "application" Project

The discussion board assignment is designed for students to engage in interactive exchanges with other students and performance measurement/management professionals. Students will actively or substantively participate in at least one of the Catalyst Tools discussion board, including the opportunity to serve as the moderator. In addition, students will be encouraged to use more creative and other technologies to reach the performance community more broadly, including wiki's, blogs and other tools. Participation will be assessed three times, at the end of weeks 3, 6 and 9.

The book review assignment entails two steps. The first step is that all students will read and write a review of a book or report they believe is substantively interesting and connected to performance measurement or management. The style of the review will follow a current academic or professional journal that is chosen by the student including, but not limited to: *Public Administration Review*, *Public Performance & Management Review*, *Nonprofit and Voluntary Sector Quarterly*, or *Harvard Business Review*. Page limits and style will be determined by the publication the student selects. The book reviews will be submitted at the end of week 5.

The second step is that students will conduct "blind reviews" of their colleagues' book reviews. Thus, it is imperative that students not identify themselves in their written book review and should try to keep their book a secret during the first portion of the term. The class will elect a few editors who will oversee the assignment of reviews and subsequently make decisions on which reviews to "publish" at the course website. Each book review will have two reviewers, as is the minimum custom in the academic world.

The application project allows students to apply the lessons over the past two decades to current organizations. The students need not have a direct relationship with the organization they choose, but they do need a reasonable level of information about the organization. The project can be done individually, or in groups approved by the instructor. Project proposals are due at the end of week 2. The final project will be submitted in week 9 and presentations will occur in week 10. The final project will be a pdf file no longer than 20 pages in which the student(s):

- Describes the current environment and capacities of the organization in an organized manner (perhaps a SWOT analysis).
- Evaluates the strengths and weaknesses of the organization to adopt each of the three “classic” systems (BSC, Reinvention or Measuring Outcomes).
- Recommends a performance measurement and management system for the organization including a project budget and timeline for implementation.