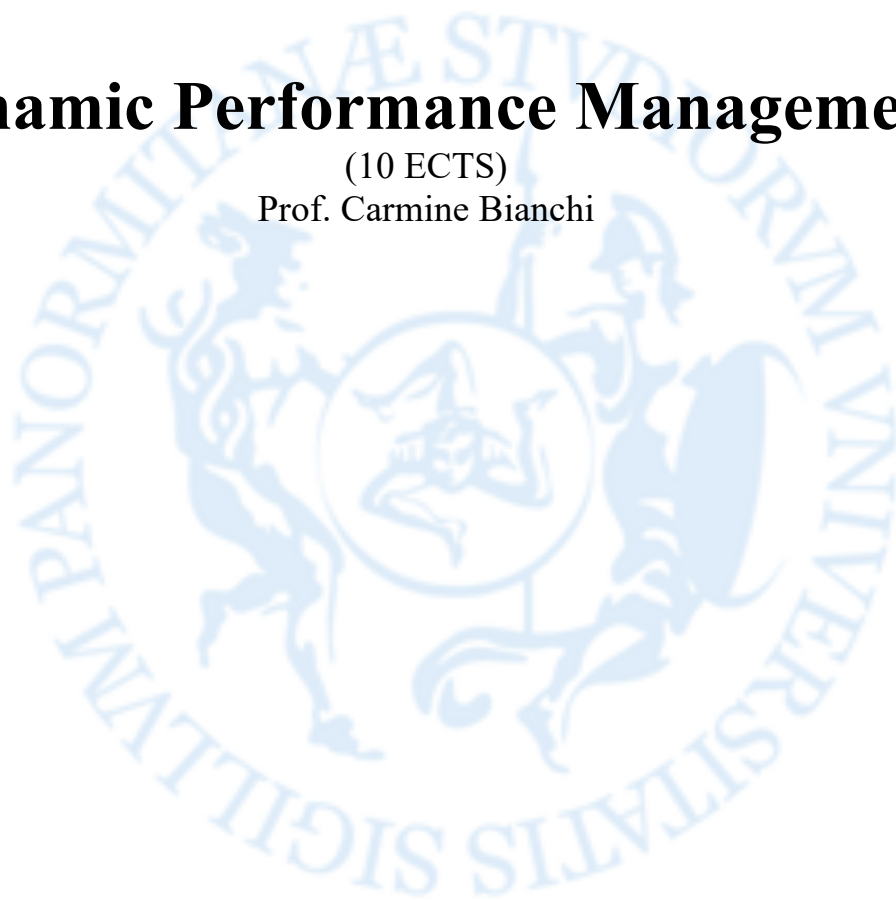**Master of Science in Public Management**
Department of Political Sciences and International Relations
University of Palermo, Italy.

Dynamic Performance Management

(10 ECTS)
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1. Course description

The course aims to provide students the fundamental concepts related to the design and implementation of Planning and Control (P&C) systems. A specific focus is given to the implications of designing P&C systems in public sector organizations. The goal of the course is also to allow students to gain a systemic perspective on how to design and implement P&Cs which are capable to support organizations to act across several disciplines or professional specializations, such as: Accounting/Planning/Reporting; Strategy; Organization & Human Resources; Systems Analysis.

Designing responsibility areas, linking them to performance measures, and understanding behavioral implications associated to formal and informal performance management systems are an important issue that is focused in this course. A "learning-oriented" perspective in P&C systems design and implementation is adopted.

2. Learning Outcomes

Knowledge and understanding

Students will learn how to design and implement performance management systems that may help organizations to manage their own growth and restructuring processes in a sustainability perspective. They gain a systemic and design oriented view of P&C.

Students specifically learn about the factors of complexity particularly influencing and characterizing the planning, policy design and management in the public sector. They will also know how to apply the fundamentals of P&C design to public sector organizations, in order to support their governance and management processes.

They also learn to analyze and diagnose organization's solvency and liquidity, and to draw up plans that reflect the dynamics of the public and private sectors.

Applying knowledge and understanding

The students will engage in real life case-study analyses that will be conducted, in which they will apply their knowledge and understanding acquired from the field of P&C, facilitated through the use of system dynamics mapping. These applications will be extended into the courses: "Dynamic Performance Management in the Public Sector" and "Dynamic Performance Governance".

Making judgements

Students should be able to reflect on the method to use while adopting planning and control systems as a viable means to foster empowerment, accountability, communication and learning, particularly in organizations operating in a complex and dynamic environment.

Communication

Students will present and discuss relevant literature as well as the result of their case studies in class.

Learning skills

Students will acquire skills that are required for self-studies of the literature on the subject and to investigate the relationship between Planning & Control and systems performance.

3. Course Contents

- The Structure and Functioning of Planning & Control Systems
- Designing Planning & Control Systems in their Organizational Contexts
- Towards Outcome-Based Performance Management
- Designing Planning & Control Systems in Inter-Organizational Settings
- Framing Dynamic Performance Management
- Cascading Strategic goals and linking them to outcomes
- Applying a DPM Instrumental View to Competitive Performance Management on a Corporate Level
- Framing Performance in the Public Sector
- Sketching Dynamic Balanced Scorecards through DPM – from a static to an outcome-oriented BSC
- Financial Accounting principles (Balance Sheet, Income Statement, and Cash Flows Statement)
- Matching Financial Accounting with SD models
- Lab sessions
    - Introduction to stock-and-flow DPM modeling
    - DPM modeling: a focus on decision making and non-linearities

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- Reframing the market growth System Dynamics model through DPM

4. Course Design

The course is comprised of lectures, seminars, group discussions, students' presentations, modeling sessions and individual assignments/papers. An overall attendance rate of 80% in scheduled sessions is required, and attendance is mandatory in the group discussions, students' presentations, and seminars, and active participation is required in those sessions.

5. Assessment Methods

Student learning assessment is based on: (1) a written exam, (2) active participation of students in the development and presentation of case-studies during classes. A mid-term examination is also expected. (1) A two-hours written examination is to ensure the acquisition of skills, abilities and skills required. The written exam consists in the analysis of a case-study developed by each student at the end of the course. (2) During the semester students - divided into groups of up to three units and supported by professors - will develop case-studies based on real public and private organizations. In particular, it is asked to develop a performance management model to explore organizational performance from the perspective of the Dynamic Performance Management approach. Evaluation criteria (up to 30) - Excellent: 30-30 laude = very good knowledge of the topics, excellent communication skills language, good analytical ability, the student is able to apply knowledge to solve proposed problems - Very good: 26-29 = Good knowledge of the subjects, very good communication skills, the student is able to apply knowledge to solve problems proposed - Good: 24 - 25 = basic knowledge of the main topics, good communication skills, with limited ability to independently apply knowledge to solve the proposed problems - More than sufficient: 21-23 = limited knowledge of the main topics, basic communication skills, poor ability to independently apply the knowledge acquired - Sufficient: 18-20 = minimum basic knowledge of the main topics, very little or no ability to independently apply the knowledge acquired - Insufficient = the student does not have an acceptable knowledge of the contents of the topics covered in the course.

6. Suggested readings

Reference book

- Bianchi, C. (2016). *Dynamic Performance Management*. Cham: Springer International Publishing. https://doi.org/10.1007/978-3-319-31845-5

Additional readings will be distributed as part of the coursework