

Valid from 2025.FS

Module description: Performance Management	
Module Code	w.MA.XX.PM-M12.16HS
ECTS Credits	6
Language of Instruction/Examination	German
Module Description	Students are able to assess and apply the fundamental concepts of evidence-based, value-oriented, and behavior-appropriate management control system.
Organizational Unit	Institut für Financial Management (IFI)
Module Coordinator	Joachim Vogt
Deputy Module Coordinator	Gabriela Nagel
Program and Specialization	<ul style="list-style-type: none"> Accounting and Controlling
Legal Framework	Academic Regulations MSc in Accounting and Controlling dated 10.12.2015, Appendix to the Academic Regulations for the degree program in Accounting and Controlling, first adopted on 26.01.2016
Module Category	Module Type Compulsory
Prerequisite Knowledge	Modules at Master's level: Controlling, Financial Reporting, and Corporate Finance and Financial Modelling
Contribution to Program Learning Objectives (by the concerned Module)	<ul style="list-style-type: none"> Professional Competence Methodological Competence Social Competence Self-Competence
Contribution to Program Learning Objectives	Professional Competence <ul style="list-style-type: none"> Knowing and Understanding Content of Theoretical and Practical Relevance Apply, Analyze, and Synthesize Content of Theoretical and Practical Relevance Evaluate Content of Theoretical and Practical Relevance Methodological Competence <ul style="list-style-type: none"> Problem-Solving & Critical Thinking Scientific Methodology Work Methods, Techniques, and Procedures Information Literacy Creativity & Innovation Social Competence <ul style="list-style-type: none"> Written Communication Oral Communication Teamwork & Conflict Management Intercultural Insight & Ability to Change Perspective Self-Competence <ul style="list-style-type: none"> Self-Management & Self-Reflection Ethical & Social Responsibility Learning & Change

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Module Learning Objectives	Students... <ul style="list-style-type: none">• are able to assess the benefits and drawbacks of various concepts of performance management and to design management control systems;• are given the ability to support strategy development by means of meaningful strategic analyses;• are able to implement appropriate concepts and methods to implement strategies;• are given the ability to apply the methods of strategic project and investment controlling;• are able to design effective and efficient planning, budgeting, and forecasting processes;• are able to explain the significance of revenue management and apply various revenue management approaches• are able to assess the benefits and drawbacks of concepts and methods of resource and cost management;• are given the ability to design a corporate reporting system as an instrument of stakeholder management;• are able to support the decision-making processes of corporate management using meaningful management reporting;• are given the means to apply the methods of performance measurement and design a performance-related pay scheme; and• work effectively and purposefully in a team towards a common goal and present the results in a compelling manner.																											
Module Content	<ul style="list-style-type: none">• Designing a management control system: managing decentralized organizations; designing a management control system, future-oriented control using objectives; the meaning and the design of evidence-based decision-making processes; implementing a behavioral performance management system.• Value-oriented performance management: analysis of value drivers, generating value through risk-taking; intellectual property as value drivers; performance management using strategy maps, the balanced scorecard, and key performance indicators.• Strategy development: shareholders vs. stakeholders; corporate goals; corporate governance; analysis of the external environment; corporate environment and management control systems; strategy as the basis for corporate management; analysis of the competitive position; strengths/weaknesses analysis; analysis of the business portfolio; strategy development.• Strategy implementation: project and investment controlling; management control using responsibility centers and transfer pricing; significance and approaches of a customer-oriented profit management; methods of process-oriented cost management; planning, budgeting, and forecasting design; concepts and methods of measuring performance; significance and application of performance-related compensation remuneration.• The role of the finance function: importance of internal and external financial communication; design of management reporting; concepts of value reporting including sustainability reporting; importance and role of investor relations; requirements for controlling.																											
Links to other modules	This module is linked to the following modules: <ul style="list-style-type: none">• w.MA.XX.CFFM-M7.17HS• w.MA.XX.CO-M3.16HS																											
Digital Learning Resources	<ul style="list-style-type: none">• Reader• Teaching Videos																											
Methods of Instruction	<ul style="list-style-type: none">• Exercises• Literature Review• Application Tasks• Interactive Instruction• Lecture		Social Settings Used: <ul style="list-style-type: none">• Individual Work• Group Work																									
Type of Instruction	<table><tr><th></th><th>Classroom Instruction</th><th>Guided Self-Study</th><th>Autonomous Self-Study</th></tr><tr><td>Lecture</td><td>72 h</td><td>-</td><td></td></tr><tr><td>Excercise</td><td>-</td><td>-</td><td></td></tr><tr><td>Project Work</td><td>-</td><td>38 h</td><td></td></tr><tr><td>Seminar</td><td>-</td><td>-</td><td></td></tr><tr><td>Total</td><td>72 h</td><td>38 h</td><td>70 h</td></tr></table>					Classroom Instruction	Guided Self-Study	Autonomous Self-Study	Lecture	72 h	-		Excercise	-	-		Project Work	-	38 h		Seminar	-	-		Total	72 h	38 h	70 h
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Performance Assessment	End-of-module exam		Form	Length (min.)	Weighting
	Written exam		open book	60	60.00
	Permitted Resources		Free choice calculator	With dictionary	
	Others	Assessment	Format	Length (min.)	Weighting
	Group presentation	Grade	Gruppenarbeit	30	40.00
Classroom Attendance Requirement	None				
Compulsory Reading	<ul style="list-style-type: none">• Anthony, R. & Govindarajan, V. & Hartmann, F. (2021). Management Control Systems. 2 Edition. Mc Graw Hill. ISBN 139780077133269. European Edition.• Literature extracts (reader)				
Recommended Reading	<ul style="list-style-type: none">• Bradley, C., Hirt, M. & Smith, S. (2018). Strategy Beyond the Hockey Stick. 1st edition. New Jersey: Wiley. ISBN 978-1-119-48760-9.• Hope, J. & Player, S. (2012). Beyond Performance Management. 1st edition. Harvard Business School Publishing. ISBN 978-1-4221-4195-3.• Müller-Stewens, G. (2024). Strategisches Management - Wie strategische Initiativen zum Wandel führen. 6 Edition. Stuttgart: Schäffer-Poeschel. ISBN 978-3-7910-5754-5.				
Comments					