

Valid for 2022.FS

<b>Module Name: Performance Management</b>	
Module Code	w.MA.XX.PMA-PiE.19HS
Module Description	Students learn and apply the concepts and methodologies of corporate performance management to support strategy implementation. The module focuses on traditional, more recent management models for large corporations with a focus on banking. It enables students to design and discuss management control systems, key performance indicators, and current trends in the domain of performance management.
Program and Specialization	Banking and Finance (PiE)
Legal Framework	Academic Regulations MSc in Banking and Finance dated 29.09.2011, Appendix to the Academic Regulations for the degree program in Banking and Finance, first adopted on 28.08.2012
Module Category	<b>Module Type:</b> Compulsory
ECTS	3
Organizational Unit	W Institut für Wealth & Asset Management
Module Coordinator	Patrick Hauf (hauf)
Deputy Module Coordinator	Ruben Seiberlich (seib)
Prerequisite Knowledge	Students should have a Bachelor's degree in Business Administration or a related field, ideally with a specialization in Banking and Finance. Work experience in a large corporation is an advantage. More specifically, students should have some basic understanding of <ul style="list-style-type: none"> <li>- accounting principles</li> <li>- concepts of finance &amp; investments (net present value, internal rate of return, multiples for stock valuation)</li> <li>- the regulatory requirements imposed on banks (capital &amp; liquidity requirements)</li> <li>- capital market instruments (stocks, bonds, swaps, etc.)</li> </ul>
Contribution to Program Learning Goals (Affected by Module)	§ Professional Competence § Methodological Competence § Social Competence § Self-Competence
Contribution to Program Learning Objectives	Professional Competence § 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 § Problem-Solving & Critical Thinking § Scientific Methodology § Work Methods, Techniques, and Procedures § Information Literacy § Creativity & Innovation Social Competence § Written Communication § Oral Communication § Teamwork & Conflict Management § Intercultural Insight & Ability to Change Perspective Self-Competence § Self-Management & Self-Reflection § Ethical & Social Responsibility § Learning & Change
Module Learning Objectives	Students... <ul style="list-style-type: none"> <li>§ are able to explain the major performance management approaches to support strategy implementation.</li> <li>§ understand the various concepts applied in bank management and control.</li> <li>§ are able to design adequate management control systems based on key performance indicators.</li> <li>§ know about employee performance management principles and compensation approaches.</li> <li>§ are able to design effective planning, budgeting, and forecasting processes.</li> <li>§ are in a position to reflect on more recent trends in (agile) performance management such as OKRs.</li> </ul>

Module Content	§ Fundamentals of performance management: Strategy implementation and management of decentralized organizations with a focus on management control systems in banks. § Management control and performance management approaches in agile organizations and their evolution over time. § Understanding objectives & key results (OKRs) and behavior-oriented performance management. § Center management, funds-transfer pricing, and value drivers in wealth management. § Capital and cost management for banks: Regulatory, economic, and invested capital; internal capital adequacy assessment process (ICAAP); capital attribution and performance assessment. § Planning, budgeting, and forecasting: Purpose and design of strategic, operational, and financial planning processes; cost budgeting, forecasting approaches and methods. § Employee performance management and best practices beyond compensation.		
Links to other modules	The content of this module is linked to the following modules: w.MA.XX.IRB-PiE.19HS w.MA.XX.QNM-PiE.19HS w.MA.XX.RM-PiE.19HS		
Methods of Instruction	§ Lecture § Interactive Instruction § Case Studies § Exercises § Problem-Oriented Teaching	<b>Social Settings Used:</b> Individual Work	
Digital Resources	Teaching Materials		
Type of Instruction	<b>Classroom Instruction</b>	<b>Guided Self-Study</b>	<b>Autonomous Self-Study</b>
Lecture	28 h	-	
Excercise	-	32 h	
Project Work	-	-	
Seminar	-	-	
<b>Total</b>	<b>28 h</b>	<b>32 h</b>	<b>30 h</b>
Performance Assessment			
<b>End-of-module exam</b>	<b>Form</b>	<b>Length (min.)</b>	<b>Weighting</b>
Written exam	Open book	60	100,00 %
<b>Permitted Resources</b>	Free choice of calculator	With dictionary	
<b>Others</b>	<b>Assessment</b>	<b>Length (min.)</b>	<b>Weighting</b>
-	-	-	-
Students are not allowed to revise and resubmit performance assessment tasks.			
Classroom Attendance Requirement	Mandatory Attendance: None		
Language of Instruction/Examination	English		
Compulsory Reading	§ Lecture slides		
Recommended Reading	§ Wilson, T. (2015). Value and Capital Management. Wiley. ISBN 978-1-118-77463-2. § Anthony, R., Govindarajan, V., Hartmann, F., Kraus, K. & Nilsson, G. (2014). Management Control Systems. European edition. Mc Graw Hill. ISBN 139780077133269. § Hope, J. & Player, S. (2012). Beyond Performance Management. Harvard Business School Publishing. ISBN 978-1-4221-4195-3.		
Comments	-		