Annex No. 3		**Second Cycle Studies Subject Programme**			
1.	Title of subject	**Performance Management & Data Analytics**			
2.	Code	**MSHR 504**			
3.	Study programme	**MBA in Strategic Human Resource Management**			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Faculty of Economics - Skopje Ss. Cyril and Methodius University in Skopje			
5.	Level (first, second, third cycle)	Second cycle			
6.	Academic year / semester	2021/2022 2nd semester (summer)	7.	Number of ECTS credits	6
8.	Professor	Associate Prof. Ljupcho Eftimov, PhD Associate Prof. Violeta Cvetkoska, PhD			
9.	Preconditions for enrolment	Completed first cycle of studies with obtained minimum of 240 credits			
10.	Course Competencies and Student Learning Objectives: On successful completion of this course, the students should be able to: 1. Demonstrate a critical awareness of current research within the field of Performance Management; 2. Identify the benefits of performance management for the employees, managers and organizations 3. Translate the organizational strategies into performance indicators 4. Design effective performance management system and determine steps for its implementation 5. Acquire a wide range of practical skills to plan, manage, measure and review organizational performance; 6. Develop an analytical mindset – recognize how to use data analytics to answer performance management questions. 7. Combine data from different sources, clean the data, and prepare the data before their modeling and visualization 8. Develop and practice analytical skills in the four pillars of data analytics (descriptive, diagnostic, predictive and prescriptive) 9. Transform the data into meaningful information based on which they will make faster and better decisions 10. Communicate the results to CEO by telling fact-based story with interactive reports and dashboards *Student Learning Objectives (SLOS)* 11. Describe the key features of effective performance management and reward systems. (SLO 1.5.) 12. Translate the organizational strategies into performance indicators. (SLO 1.5.) 13. Find applicable solution and to initiate appropriate actions for significant enhancement of the organizational performance. (SLO 2.3.) 14. Be more confident in providing performance feedback and evaluations to your employees. (SLO 3.2.) 15. Use a variety of analytical methods and techniques in performance management (SLO 2.3.)			
11.	Course content: Measuring organizational performance; 10. The view of organizational performance through the prism of different business functions; 11. The contemporary vs the traditional monitoring of organizational performance; 12. Managing organizational performance; 13. Organizational performance management systems; 14. Dominant concepts for managing organizational performance in practice; 15. Linking performance with employees' salaries and their rewards; 16. Data-driven performance management; 17. Descriptive analytics: summarizing, visualizing and analyzing performance; 18. Diagnostic analytics: identifying the drivers of performance; 19. Predictive analytics: predicting the future performance; 20. Prescriptive analytics: driving performance with informed decisions.			
12.	Learning methods: Asynchronous video lectures, Live Web Participation (online discussions), Individual Assignments (Case Analysis, Module Write-ups), Capstone Team Project, Classroom Opinion Polls, Minute Paper, Quizzes, Writing Assignment, Group Case Analysis, Group Case Presentation, Team Application Exercise.				
13.	Total hours	6 ECTS x 25 classes = 150 classes			

14.	Allocation of hours per activity	40+110 = 150 hours		
15.	Types of teaching activities	15.1.	Lectures (12 weeks X 2)	24
		15.2.	Tutorials (laboratory, auditory), seminars, teamwork	16
16.	Other types of activities	16.1.	Project assignments	40
		16.2.	Individual assignments	40
		16.3.	Self- study	30
17.	Assessment methods: combination of tests, individual and group assessments			
	17.1.	Tests (Essay, Multiple choice exam, Case)		30%
	17.2.	Individual Assessment / projects (Online discussions, Quizzes, Writing Assignments)		30%
	17.3.	Group Assessment (Group Case Presentation, Group Case Analysis, Team Application Exercise, Capstone Team Project)		30%
	17.4.	Attendance and class participations		10%
18.	Grading scale		under 51 %	5 (five) (F)
			51-60 %	6 (six) (E)
			61-70 %	7 (seven) (D)
			71-80 %	8 (eight) (C)
			81-90 %	9 (nine) (B)
			91-100 %	10 (ten) (A)
19.	Preconditions for taking the final exam		Realized activities from items 15 and 16	
20.	Language		English	
21.	Evaluation method		Student questionnaire and other methods for continual self-evaluation	

22. Literature

22.1. Mandatory literature

No.	Author	Title	Publisher	Year
1.	Aguinis, H. (2013).	*Performance Management* 3rd edition.	Upper Saddle River, NJ: Pearson Prentice Hall.	2013
2.	James Evans	*Business analytics*, 3rd ed.,	Pearson	2019

22.2. Additional literature

No.	Author	Title	Publisher	Year
1.	Ibrahim H. Osman, Abdel Latef Anouze and Ali Emrouznejad (eds.)	*Handbook of Research on Strategic Performance Management and Measurement Using Data Envelopment Analysis*	IGI Global	2013
2	Banker, R.D., Charnes, A. and Cooper, W.W.	*Some models for estimating technical and scale inefficiencies in data envelopment analysis.*	Management Science 30(9). 1078-1092.	1984

		3	Banker, R.J. and Natarajan, R.	*Evaluating contextual variables affecting productivity using data envelopment analysis.*	Operations Research, 56(1), 48-58.	2008
		4	Thomas H. Davenport,	*A Predictive Analytics Primer,*	(HBR, September 2014)	2014
		5	Scott Berinato	*Visualizations Thet Really Work,*	(HBR, June 2016)	2016
		6	Thomas H. Davenport	*Is HR Most analytics-Driven Function?*	(HBR, April, 2019)	2019
		7.	Bernard Marr	*Data-driven HR: How to use analytics and metrics to drive performance*	Kogan Page	2018
		8.	Rajiv D. Banker, Hsihui Chang, and Mina J. Pizzini	*The Balanced Scorecard: Judgmental Effects of Performance Measures Linked to Strategy*	The Accounting Review: January 2004, Vol. 79, No. 1, pp. 1-23.	2004