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PERFORMANCE MANAGEMENT

Master Degree

Syllabus

BOK 2.27

MBA 547

Specialty: D3 "Management"

Educational program "Business Administration"

Quarter/Year: Spring / 2026

ECTS Credits: 6

Instructor: Lesya Leshchii PhD, Associate Professor

US Credits: 3

Contact information: lesya.leshchii@uacu.edu.ua

Course Description.

This course is a summary of the study of management. It covers all its aspects from the point of view of the effectiveness of their implementation. The goal is to get acquainted with modern scientific approaches and practical aspects of the application of performance management. For this, during the course, the following main topics will be studied: financial performance measures in the private sector; performance management in not-for-profit organizations; non-financial performance indicators; causes and consequences of crisis situations in organizations; impact of business structure and information technologies on performance management; and other topics.

The course is built with the use of cases, in particular, in relation to the practical skills of drawing up a company's sales budget and the development and evaluation of KRI (key performance indicators) and OKR (Objectives and Key Results).

After studying the course, students will be able

Course Outcomes

PH.1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions;

PH.2. Identify problems in the organization and justify methods for solving them;

PH.3. Design effective management systems for organizations;

PH.4. Substantiate and manage projects, generate business ideas;

PH.6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility;

PH.7. Organize and carry out effective communications within the team, with

representatives of various professional groups and in the international context;
PH.8. Use specialized software and information systems to solve management problems of the organization;
PH.12. Be able to delegate authority and management of the organization (unit);
PH.13. Be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit).

Competencies

3K1. Ability to conduct research at the appropriate level;
3K3. Information skills and communication technologies;
3K4. Ability to motivate people and move towards a common goal;
3K6. Ability to generate new ideas (creativity);
3K7. Ability to abstract thinking, analysis and synthesis.

CK1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards;
CK4. Ability to effectively use and develop the organization's resources;
CK5. Ability to create and organize effective communications in the management process;
CK7. Ability to develop projects, manage them, show initiative and entrepreneurship;
CK9. Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation;

Internationality: The international aspect of the course includes study of international experience in the field of Performance Management, as well as the use of cases of international companies in the learning process

Communications

For individual issues, students should contact the professor **ONLY** by given e-mail or by Moodle. In the Subject line they should put: UACUFirstNameLastName. E-mail messages will normally be answered within 24 hours.

Note! Only emails sent from the student's corporate email address will be answered.

Attention! Official and only language used for assessment activities is English. Official and only languages used for communication within the University are Ukrainian and English.

Student Responsibilities

Time Commitment

The study of technical courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between procrastination and low grades. Students must be committed to completing tasks on time.

Students are responsible for following the schedule, attending classes, completing assignments on time and to the required standards, and maintaining academic integrity. These responsibilities are not open for discussion with instructors or the dean's office.

Technical Aspects

The student is obliged to provide himself/herself with all the necessary technical equipment for the educational process (laptop or computer, webcam, headsets or headphones and microphone), as well as access to the Internet.

Only students signed-in with their own first and last name are allowed into video consultations in Zoom.

Grading Policy

The course is based on mastery of course outcomes. Student grades for this course will be calculated based on performance.

Note: the minimal grade to pass a subject is 70%.

Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

Course-level Grading guidelines:

Master

Grade	Grade ECTS	International Grade
90% - 100%	A	5 (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	3 (Good)
35% - 69%	FX	Not acceptable, possible repetition of course

Criteria for grading:

ECTS grade	Requirements for the student
A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	

D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
E	
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points – 100 points incl. (Midterm and Final exam are 50% of overall evaluation, where Midterm – 30% and Final – 40%)

Homeworks – 15 points

Attending consultation, participating in discussions, presenting project – 15 points

Midterm exam – 30 points

Final exam – 40 points

Student Workload

It is assumed that for each out of 17 class sessions a student spends about 10.5 academic hours of work. This includes 3.5 academic hours of lectures with the instructor and 7 academic hours of personal work. Personal work includes homework on each topic on time and in full, self-study of lecture materials (repetition at home material studied in class), individual work with textbooks, if necessary, partially individual acquaintance with video materials offered for each topic, as well as preparation of a project assignment that can also be performed in the form of group work of several students.

Attending consultation via Zoom is MANDATORY for students.

Please pay attention that 1 academic hour equals to 40 minutes.

Assignment Format

All work should be shown in time. If the student misses the deadline – the task is failed.

Midterm covered topics from previous lectures (weeks 1-7). It included multiple choice questions, cases (essays) and problems and took about 1,5 hours.

The Final exam covered all course material and included multiple choice questions cases (essays) and problems. It lasts for 1.5 hours. Admission to the Final exam is possible only if all the tasks of the curriculum are covered.

After the Midterm and Final is graded a student has access to the grade only. Access to the attempt, corrects answers and information whether the answer is correct cannot be granted.

Academic dishonesty

Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Forms of academic dishonesty include:

1. Plagiarism – submitting all or part of another's work as one's own in an academic exercise such as an examination, a computer program, or written assignment.
2. Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination. Including the use of artificial intelligence and pre-prepared answers to the questions of tasks is prohibited (unless otherwise specified in the task itself or allowed by the instructor).

3. Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.
4. Fabrication – altering or transmitting, without authorization, academic information or records.

Any violation of these rules constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. In case of any academic dishonesty a student is not allowed to continue or retake the assessment activity and for the Final the unsatisfactory grade (“0”) is assigned for the course total. Cases of the academic dishonesty are not considered by the Academic Council.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean’s office) and on UACU’s computer/laptop or online on the student’s computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who will not meet this requirement will be expelled from the course with grade “0”.

In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer.

Submission or retaking of any assessment activities after deadlines are forbidden.

Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

**** NO MAKE –UP QUIZZES AND EXAMS ****

Schedule

Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

**** NO MAKE –UP QUIZZES AND EXAMS ****

Lecture	Topic	Assignment	Points
1	T1. Introduction to performance management	Homework	1
2	T2. Approaches to budgeting	Homework	1
3	T3. Business structure and performance management	Homework	1
4	T4. Human resource aspects of performance management	Homework	1
5	T5. KPIs and OKRs in Performance management	Homework	1
6	T6. Financial performance measures in the private sector	Homework	1
7	T7. Performance management in not-for-profit organizations		1
	Mid Term		30
8	T8. Decision-making techniques		
9	T9. Investment performance measurement & management	Homework	1
10	T10. Non-financial performance indicators	Homework	1
11	T11. Balanced scorecard and other performance measures	Homework	1
12	T12. The role of quality in performance measurement	Homework	1

13	T 13. Lean management and improving the efficiency of cost management		1
14	T14. Control in performance management	Homework	1
15	Student's project assignment	Upload presentation	1
	Attending consultation, participating in discussions, presentation of project on consultation		10 + (5 speech)
	Final		40
	Overall course score		100
	<i>Additional points</i>		5

Recommended Materials

Main sources

1. Advanced Performance Management (APM) (2021) Study text. ACCA. Published by: Kaplan Publishing UK.
2. Волш Кіаран (2024) Ключові показники менеджменту. 100+ фінансових коефіцієнтів для ефективного управління компанією / пер. з англ. Вішталюк Я., за ред. Колісника М., 2-ге вид. К.: Наш Формат. 432 с.
3. International Journal of Productivity and Performance Management. ISSN: 1741-0401, eISSN: 1741-0401 (Scopus)
// <https://www.emerald.com/insight/publication/issn/1741-0401>
4. Mitchell Franklin, Patty Graubeal, Dixon Cooper. Principles of Accounting - Volume 2. Managerial Accounting. – OpenStax © Rice University – 2019
// <https://open.umn.edu/opentextbooks/textbooks/principles-of-accounting-volume-2-managerial-accounting>
5. Мороз Ю.Ю., Денисюк О.Г., Остапчук Т.П., Цаль-Цалко Ю.С. Система показників в управлінні ефективністю бізнесу. Житомир : Житомирська політехніка, 2024. 222 с. URL: <https://library.ztu.edu.ua/ftextslocal/Moroz1.pdf>
6. Performance Management. Paper F5. (2014) ACCA. Published by BPP Learning Media Ltd BPP House, Aldine Place London W12 8AA
7. Advanced Management Accounting. Management Level Subject P2. CIMA publishing. Kaplan Financial Limited, 2021

Additional sources:

1. Aguinis, H., & Burgi-Tian, J. (2021). Talent management challenges during COVID-19 and beyond: Performance management to the rescue. *BRQ Business Research Quarterly*, 24(3), 233-240. <https://doi.org/10.1177/23409444211009528>
2. Dagmar Špalková, David Špaček, Juraj Nemeč Performance Management and Performance Appraisal: Czech Self-Governments https://www.academia.edu/82643082/Performance_management_and_performance_appraisal?email_work_card=thumbnail
3. Holloway, J. (2009). Performance management from multiple perspectives: taking stock. *International Journal of Productivity and Performance Management*
// https://www.academia.edu/9170038/Performance_management_from_multiple_perspectives_taking_stock?nav_from=de8667b7-8b37-4775-8f37-fe992c10d153

4. [Mengistu, A.T.](#) and [Panizzolo, R.](#) (2024), "Metrics for measuring industrial sustainability performance in small and medium-sized enterprises", *International Journal of Productivity and Performance Management*, Vol. 73 No. 11, pp. 46-68. <https://doi.org/10.1108/IJPPM-04-2022-0200>
5. [Migliaccio, G.](#) and [De Palma, A.](#) (2024), "Profitability and financial performance of Italian real estate companies: quantitative profiles", *International Journal of Productivity and Performance Management*, Vol. 73 No. 11, pp. 122-160. <https://doi.org/10.1108/IJPPM-02-2023-0075>
6. [Nappi, V.](#) and [Kelly, K.](#) (2024), "Implementing and assessing a performance framework for the innovation measurement in a European manufacturer", *International Journal of Productivity and Performance Management*, Vol. 73 No. 11, pp. 69-95. <https://doi.org/10.1108/IJPPM-07-2022-0356>
7. [Sardi, A.](#), [Sorano, E.](#), [Tradori, V.](#) and [Ceruzzi, P.](#) (2024), "Performance measurement and critical success factors: a case study of a national health service", *International Journal of Productivity and Performance Management*, Vol. 73 No. 11, pp. 270-293. <https://doi.org/10.1108/IJPPM-05-2023-0238>

** The above schedule and procedures are subject to change in the event of extenuating circumstances.*

Протокол засідання кафедр № 1 від 27.01.2026 року

Проректор з навчально-методичної роботи



Л.І.Кондратенко

Завідувач кафедри



А.Г.Цибуляк

Викладач



Л.А.Лещій