

**PJSC 'Higher Educational Institution  
'Interregional Academy of Personnel Management''**



**SYLLABUS OF THE ACADEMIC DISCIPLINE  
'PERFORMANCE MANAGEMENT''**

Speciality: D3 Management  
Educational level: first (bachelor's) level  
Study programme: Management

### General information about the academic discipline

Name of the academic course	“Performance Management ”
Code and name of the speciality	D3 ‘Management’
Level of higher education	first (bachelor’s) level of Higher Education
Status of the discipline	Optional
Number of credits and hours	3 credits / 90 hours Lectures: 15 Seminar classes: 15 Independent work of students: 60
Terms of study of the discipline	semester
Language of instruction	Ukrainian
Type of final assessment	Credit
Page of the discipline on the website	<a href="https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-menedzhment-2026">https://ks.maup.com.ua/en/pro-nas/akredytacija/akredytacija-menedzhment-2026</a>

### General information about the lecturer. Contact information

<b>KONONOV IVAN OLEKSANDROVICH</b>	
Scientific degree	Occupational psychology
Academic title	associate professor
Position	Associate Professor of the Department of Managemen
Disciplines taught by NPP	Basics of entrepreneurial activity Basics of business management Operational management Basics of scientific research in management Motivational management
Areas of scientific research	Improvement of methods of economic analysis of enterprises, management decision-making in conditions of uncertainty
Links to identifier registers for scientists	Google Академія <a href="https://scholar.google.com.ua/citations?user=b1XA85sAAAAJ&amp;hl=uk&amp;oi=sra">https://scholar.google.com.ua/citations?user=b1XA85sAAAAJ&amp;hl=uk&amp;oi=sra</a>

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The teacher's portfolio on the website of the department /Institute /Academy	<a href="https://kh.maup.com.ua/">https://kh.maup.com.ua/</a>

**Course annotation.** The discipline «Performance management» covers modern methods, tools and approaches to performance management at the level of the organization, team and individual employees. It addresses key aspects of planning, evaluation and performance enhancement, as well as the integration of strategic objectives into the performance management system. The course combines theoretical knowledge with practical application of performance management methods, including case analysis, group projects and interactive classes. Thanks to this, students acquire skills in strategic performance planning, effective evaluation of personnel work and implementation of modern methods of performance management in organizations.

**The subject of the academic discipline** «Performance management» is a system of methods, processes and tools aimed at ensuring the effective operation of the organization, its divisions and individual employees to achieve strategic goals.

**The objective of studying the discipline** is to form a system of theoretical knowledge and practical skills in future specialists to build a complete management system that ensures the implementation of the organization's strategic goals through the maximum efficiency of each business process and employee.

**Tasks of the academic discipline:** detail its purpose and outline the specific steps that the student must take to master the subject: studying the evolution of performance management concepts (from Taylor to modern flexible methodologies), mastering the terminological apparatus: understanding the difference between performance (process) and result (result), efficiency (efficiency) and effectiveness (effectiveness), familiarization with international standards and the best global practices of building management systems mastering the Balanced Scorecard (BSC) development algorithm, studying the method of cascading goals: from top management to line staff, acquiring skills in building the KPI (Key Performance Indicators) and OKR (Objectives and Key Results) system, teaching how to develop regulations on evaluation and awarding of personnel based on achieved results, to form the ability to use IT solutions (ERP, CRM, specialized software for PM) for automating performance data collection, teach techniques for providing constructive feedback (Performance Review) based on work results.

**Prerequisites of the academic discipline.** To successfully complete the course, you need to have knowledge and practical skills in the disciplines «Self-management», «Personnel management», «Strategic management».

**Post-requisites of the academic discipline.** The knowledge and skills acquired during the study of the discipline are the basis for successful mastery of strategic management, personnel management, business analytics, and also serve as a methodological basis for pre-diploma practice and preparation of qualification work.

#### **Content of the academic discipline (full-time education)**

<b>№</b>	<b>Topic name</b>	<b>Teaching methods/ assessment methods</b>
<b>CONTENT MODULE 1. PERFORMANCE MANAGEMENT SYSTEMS</b>		<b>Teaching methods:</b> verbal (educational lecture; conversation; educational discussion); inductive method; deductive method; analytical method; synthetic method; practical (working with economic models, statistics, graphs);
Topic 1.	Analysis of performance management systems	
Topic 2.	Development of key performance indicators (KPI)	
Topic 3.	Application of the Balanced Scorecard (BSC)	
Topic 4.	Performance measurement tools.	

Topic 5.	Performance planning at the organizational level	<p>Explanatory and illustrative; reproductive;          problem presentation method;          partially-search;          Research;          interactive methods (analysis of economic situations; discussions, debates; brainstorming; situational modeling; practice of modeling skills);          case method (analysis of real economic situations, search for problems, proposal of solutions, construction of models);          modeling of professional activity (building economic models, forecasting, scenario modeling).</p> <p><b>Assessment methods:</b> oral control (oral survey, evaluation of participation in discussions, other interactive learning methods);          written control (control, independent works, analytical tasks, essays);          test control (closed form tests: test alternative, test compliance, data and model analysis tasks);          self-control and self-assessment method;          assessment of case tasks;          assessment of project and laboratory works (simulation of economic processes, forecasting).</p>
<b>CONTENT MODULE 2. PERFORMANCE ASSESSMENT</b>		
Topic 6.	Development of personal performance plans for employees	
Topic 7.	Methods of evaluating the effectiveness of employees.	
Topic 8.	The role of the manager in increasing performance.	
Topic 9.	Evaluation of the effectiveness of teamwork	
Topic 10.	Development and conduct of Performance Review.	
Modular test		
Form of assessment: credit		

**Technical equipment and/or software.** In the educational process, classrooms, a library, a multimedia projector and a computer are used to conduct lecture and seminar classes with elements of the presentation. Studying certain topics and performing practical tasks requires access to information from the worldwide Internet, which is provided by a free Wi-Fi network.

**Forms of control methods.**

Control of the success of education seekers is divided into current and final (semester).

Current control is carried out during practical and seminar classes. Its purpose is systematic verification:

- understanding and assimilation of the theoretical foundations of economic processes;
- ability to apply knowledge to build models and analyze economic data;
- skills in diagnosis and forecasting of economic processes;
- use of specialized software for modeling and processing statistical data.

**Forms of student participation** in the educational process, which are subject to current control:

- speeches and presentations on the analysis of economic processes;
- oral reports on the analysis of economic cases;
- addendum, questions to who answers;
- systematic work in seminar classes and activity during discussions;
- participation in discussions, brainstorming, interactive forms of classes;
- analysis of economic data, statistical indicators, economic and mathematical models;

- written assignments (control papers, test papers, analytical and abstract papers);
- preparation of notes, theses, analytical notes;
- independent study of discipline topics and lecture materials.

#### Current control methods:

- oral control (survey, conversation, report, message);
- written control (control work, analytical report, abstract, performance of tasks for building models or processing statistics);
- combined control (oral and written combination to assess understanding and practical skills);
- presentation of independent work or case analysis;
- observation of activity and participation in practical classes;
- test control (closed and open tasks, analysis of graphs and models);
- work with problem situations (analytical cases, scenario modeling of economic processes).

#### Assessment system and requirements.

##### Table of distribution of points received by students of higher education\*

Topics	Ongoing knowledge assessment										Final control		
											Modular control work	Credit **	Total number of points
	Topic 1	Topic 2	Topic 3	Topic 4	Topic 5	Topic 6	Topic 7	Topic 8	Topic 9	Topic 10	20	20*	100
Work in a seminar class	3	3	3	3	3	3	3	3	3	3			
Independent work	3	3	3	3	3	3	3	3	3	3			

\*The table contains information about the maximum points for each type of academic work of a higher education applicant.

When assessing the mastery of each topic for the current academic activity, applicants are given grades based on the approved assessment criteria for the relevant discipline.

The criteria for assessing the learning outcomes of students and the distribution of points they receive are regulated by the Regulations on the Assessment of Academic Achievement of Higher Education Students at PJSC 'Higher Educational Institution 'MAUP'.

Modular control is carried out in the last class of the module in written form, in the form of a test.

#### Criteria for assessing the modular test in the academic discipline "Performance management":

When assessing the modular test, the volume and correctness of the tasks are taken into account:

- a grade of 'excellent' (A) is given for the correct completion of all tasks (or more than 90% of all tasks);
- a 'good' (B) grade is given for completing 80% of all tasks;
- a 'good' (C) grade is given for completing 70% of all tasks;
- a 'satisfactory' (D) grade is given for correctly completing 60% of the proposed tasks;
- A grade of 'satisfactory' (E) is given for the correct completion of more than 50% of the proposed tasks.
- A grade of 'unsatisfactory' (FX) is given for the completion of less than 50% of the tasks.

Failure to attend the module test results in 0 points.

The above grades are converted into rating points as follows:

- «A» - 18-20 points;
- «B» - 16-17 points;
- «C» - 14-15 points;
- «D» - 12-13 points.
- «E» - 10-11 points;
- «FX» - less than 10 points.

### Final Semester Assessment

The final semester assessment in the course “Performance management” is a mandatory component of evaluating students’ learning outcomes. It is conducted within the timeframe established by the academic calendar and covers the full scope of material defined by the course syllabus.

The final assessment is conducted in the form of a test. Only students who have completed all required coursework and assessment tasks are admitted to the final semester assessment.

The final grade is determined based on the student’s academic performance throughout the semester. It consists of:

- points accumulated through continuous assessment;
- incentive (bonus) points awarded in accordance with institutional regulations.

Students who have completed all required tasks and obtained 60 points or higher receive the corresponding final grade without additional testing.

Students who have completed all required tasks but obtained fewer than 60 points, as well as those wishing to improve their grade, are required to complete a final test administered during the last scheduled class of the semester.

### Assessment of Additional (Individual) Learning Activities

Additional (individual) learning activities include participation in: scientific conferences; student research groups and academic clubs; problem-focused research groups; preparation of academic publications; national academic Olympiads and competitions; international competitions and other scholarly activities exceeding the requirements of the course syllabus.

By decision of the department, students who actively participate in research activities or complete additional individual academic tasks may be awarded incentive (bonus) points for the respective educational component.

### Assessment of Independent Study

The total number of points obtained for independent study constitutes an integral component of the overall academic performance in the course.

Independent work for each topic, in accordance with the course syllabus, is assessed within a range of 0 to 3 points, based on standardized and generalised assessment criteria evaluating the level of knowledge acquisition and analytical competence.

### Assessment scale for independent work (individual assignments) assessment criteria.

Maximum possible grade for independent work (individual assignments)	Level of implementation			
	Excellent	Good	Satisfactory	Unsatisfactory
3	3	2	1	0

**Assessment forms include:** ongoing assessment of practical work; ongoing assessment of knowledge acquisition based on oral answers, reports, presentations and other forms of participation during practical (seminar) classes; individual or group projects requiring the development of practical skills and competences (optional format); solving situational tasks; preparing summaries of independently studied topics; testing or written exams; preparing draft articles, conference abstracts and other publications; other forms that ensure comprehensive mastery of the curriculum and contribute to the gradual development of skills for effective independent professional (practical, scientific and theoretical) activity at a high level.

To assess the learning outcomes of higher education students during the semester, a 100-point, national and ECTS assessment scale is used

### Final assessment scale: national and ECTS

Total points for all types of educational activities	ECTS rating	Assessment on a national scale	
		for exams, course projects (assignments), practical training	for credit
90 – 100	A	excellent	passed
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactory	
60 – 67	E		

35 – 59	FX	unsatisfactory with the possibility of retaking the exam	Failed with the possibility of retaking the exam
0 – 34	F	unsatisfactory with mandatory retaking of the course	Failed with mandatory retaking of the course

### **Course policy.**

To successfully master the course «Performance management» students have to:

- regularly attend lectures and practical classes;
- systematically, systematically and actively work in lectures and practical classes;
- practice missed classes or unsatisfactory grades obtained in classes;
- perform in full the tasks required to be prepared by the teacher, their proper quality;
- perform control and other independent work;
- adhere to the norms of academic behavior and ethics.

The course «Performance management» involves the assimilation and observance of the principles of ethics and academic integrity, in particular, the focus on preventing plagiarism in any of its manifestations: all works, reports, essays, essays and presentations must be original and author's, not overburdened with quotes, which must be accompanied by references to primary sources. Violations of academic integrity are considered: academic plagiarism, self-plagiarism, fabrication, falsification, write-off, deception, bribery, biased assessment.

### **Recommended sources of information.**

#### **Basic literature:**

- 1.Hryvkivska O. IN. Management of enterprise efficiency and effectiveness : textbook. Kyiv: Center for Educational Literature, 2022. 348 p.
- 2.Kolot A. M., Tsimbalyuk S. O. Motivational management: a textbook. Kyiv: KNEU, 2019. 479 p.
- 3.Armstrong M. Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance.7th ed. Kogan Page, 2022. 384 p. (or Ukrainian translation: Armstrong M. Performance management. Kyiv: KM-Bux).
- 4.Bernard Marr. Key performance indicators 75 indicators that every manager should know. Kyiv: Stary Lev Publishing House, 2020. 304 p.
- 5.John Dorr. Measure what is important. OKR. A simple idea of tenfold growth. Kyiv: Our Format, 2019. 288 p.

#### **Supporting literature:**

- 1.Batenko L. P. Strategic management in the Performance Management system: training. manual. Kyiv: KNEU, 2020. 254 p.
- 2.Niv G. Dr. Deming's space. Principles of building a sustainable business. Kyiv: Our Format, 2019. 312 p.
- 3.Ash Sea. Running Lean. How to quickly move from plan A to a plan that works. Kyiv: Our Format, 2022. 240 p.
- 4.Gabriel Ettingen. Revisiting Positive Thinking: Based on the New Science of Motivation. Kyiv: Our Format, 2021. 240 p.
- 5.Stephen Covey. 4 Disciplines of Execution. Achieving strategic goals. Kyiv: BookChef, 2022. 304 p.

#### **Electronic resources:**

- 1.Action. Business: state portal on issues of development and efficiency of small and medium-sized businesses. URL: <https://business.diia.gov.ua/>.
- 2.Harvard Business Review (Performance Management Topic): a selection of current cases and articles on performance management. URL: <https://hbr.org/topic/subject/performance-management>.

3.KPI Institute: a global research institute specializing in performance indicators. URL: <https://kpiinstitute.org/>.

4.MindTools: an educational resource with evaluation and performance improvement tools (Performance Reviews & Feedback). URL: <https://www.mindtools.com/>.

5.Coursera /Google Data Analytics: specialized resources for studying methods of analyzing business results. URL: <https://www.coursera.org/>.