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| 5.0 credits | 30.0 h | 2q |
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| Teacher(s) :                 | Provost Anne-Catherine ;   |
| Language :                   | Français   |
| Place of the course          | Mons   |
| Prerequisites :              | GEST2203 ' Strategic Marketing   |
| Main themes :                | <p>Part 1. Framework for the implementation of a performance monitoring system</p> <ul style="list-style-type: none"> <li>- Systemic approach of the organisation.</li> <li>- Study of the environment in which it operates.</li> <li>- Highlighting the strengths and weaknesses of the organisation.</li> <li>- Analysis of the key information systems for monitoring, overseeing decision-making, and how suited they are to strategic objectives.</li> </ul> <p>Part II. The monitoring and measurement tool</p> <ul style="list-style-type: none"> <li>- Definition of indicators, their development, their representation.</li> <li>-The role played by non-financial indicators.</li> <li>- Determination of target values and the role of benchmarks (efficient frontier method).</li> <li>- Components of the balanced scorecard. Cause and effect &amp; mp; the strategy map.</li> <li>- Monitoring the management tool.</li> <li>- Multiple scorecards and the connections between their indicators.</li> <li>- Scorecards in the context of sustainable development.</li> <li>- The contribution of ISO standards.</li> </ul> |
| Aims :                       | <p>On completion of this course, students will be able:</p> <ul style="list-style-type: none"> <li>- to understand the importance of non-financial indicators when evaluating the performance of an organisation;</li> <li>- to master a tool for managing and monitoring performance, such as a balanced scorecard.</li> </ul> <p><i>The contribution of this Teaching Unit to the development and command of the skills and learning outcomes of the programme(s) can be accessed at the end of this sheet, in the section entitled "Programmes/courses offering this Teaching Unit".</i></p>  |
| Evaluation methods :         | <ul style="list-style-type: none"> <li>- Continuous assessment</li> <li>- Written examination</li> </ul>   |
| Teaching methods :           | <ul style="list-style-type: none"> <li>- Lectures</li> <li>- Case study</li> </ul>   |
| Bibliography :               | <ul style="list-style-type: none"> <li>- KAPLAN R., NORTON D. (1996), The Balanced Scorecard, Translating Strategy into Action, HBS Press.</li> <li>- KAPLAN R., NORTON D. (2004), The Strategy Map, Converting Intangible Assets into Tangible Outcomes, HBS Press.</li> <li>- GUERRA F. (not yet released), Diagnostic des performances, Approche systémique par les tableaux de bord intégrés, De Boeck.</li> <li>- KAY J. (1993), Foundations of Corporate Success, Oxford University Press.</li> <li>- Reading list</li> </ul>  |
| Cycle and year of study :    | <p><a href="#">&gt; Master [60] in Management</a></p> <p><a href="#">&gt; Master [120] in Management</a></p>   |
| Faculty or entity in charge: | BLSM   |