



# Engineering and Technology Management

## COURSE SYLLABUS

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**Course Number:** E M 575

**Course Name:** Performance Management in Technical Organizations

**Instructor:** Alice Squires

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**Semester Credits:** 3

**Prerequisites:** None

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### Course Description:

To be sustainable over time, organizations must continuously learn and evolve while also effectively translating the organizational strategy to actionable goals and performance at the functional, team, and individual levels of the organization. Performance Management in Technical Organizations provides students with processes and tools to design and implement performance management systems that align with the organizational strategy. The course explores mental models, personal mastery, team learning, shared vision, and systems thinking as the five disciplines of a learning organization and provides the foundation for developing a balanced scorecard by balancing financial, customer, internal business processes, and learning and growth perspectives. The course covers the performance management process including performance analytics, employee development, human performance management, and reward systems. Students evaluate learning organizations, apply philosophies and methods to support organizational, team, and individual improvement, and develop a balanced scorecard. Students master the design and implementation of successful world-class performance management systems. This course is a core 'Managing Strategy' course in the ETM master's degree and is available for continuing education.

### Course Objectives:

This course teaches performance management from organizational, team, and individual perspectives. Its specific objectives are:

1. To provide a general understanding of approaches to performance management that support sustained performance improvement throughout the organization;
2. To develop key concepts and principles usable by technical managers to plan and implement a performance management system such as a balanced scorecard;
3. To provide practice with performance planning, performance execution, performance assessment, performance review, evaluation and feedback, and ethical implications of performance management systems;
4. To clarify and broaden one's personal philosophy of performance management;
5. To strengthen the students' communication and research abilities by exploring lean enablers, learning organizations, and balanced scorecards;
6. To provide the student with opportunities to utilize critical thinking skills to align the performance management system with the organizational strategy.

### Course Topics:

- Performance Management in Context
- Performance Management Process
- Lean Enablers for Engineering Programs
- The Learning Organization Disciplines
- Systems Thinking
- System Archetypes
- Overview of the Balanced Scorecard
- Choosing a Measurement Approach
- Measuring Results and Behaviors
- Performance Analytics
- Performance Management and Strategic Planning
- Rolling out the Performance Management System
- Employee Development
- Performance Management Leadership
- Legal Considerations
- Performance Management and Rewards
- Team Performance Management
- Building a Balanced Scorecard

### Grading:

Participation: 15%, Cases/Exercises/Final Project: 45%, Open-book Exams: 30%, Team Presentation: 10%