

Performance Measurement and Management (20:834:529) [3 credits]

Course Description

This course introduces students to performance measurement and management in the public and nonprofit sectors. It covers theories of public and nonprofit performance as well as the history of performance measurement in society. Students learn tools for performance measurement, such as index construction, benchmarking, trend analysis, dashboards, and data visualization. The role of technology and big data are also considered. Students learn how to align performance metrics with strategic goals and objectives in order to facilitate organizational learning and improvement. But consideration is also given to problems of gaming, goal displacement, and other unintended consequences of performance measurement.

Learning Objectives

After completing this course, students will be able to:

- Appreciate the performance demands in government and the nonprofit sector.
- Understand the types of metrics and sources of data used to measure performance.
- Apply tools and techniques for tracking, benchmarking, and reporting performance.
- Use performance information to enhance organizational learning.
- Recognize the pitfalls of performance management, such as goal displacement and gaming.

Requirements

Requirements will vary by instructor and may include:

- Assigned weekly readings from the textbook or other sources.
- Case studies and discussions of performance measurement and management.
- Professional memos that encourage students to practice performance measurement skills.
- A final paper or project in which students assess a real organization's use of performance measurement for management purposes.

Schedule / Outline of Topics

- Week 1: Course overview and introduction
- Week 2: The performance movement in government
- Week 3: The performance movement in the nonprofit sector
- Week 4: Policing and COMPSTAT (and its legacy)
- Week 5: Education and the debate about standardized testing
- Week 6: Performance measurement in healthcare and human services
- Week 7: Identifying and collecting performance indicators
- Week 8: Analyzing performance indicators
- Week 9: Learning from performance information
- Week 10: Reporting performance to decision-makers and the public
- Week 11: Performance-based budgeting and contracting
- Week 12: Employee performance evaluation
- Week 13: Cognitive biases and behavioral artifacts
- Week 14: Final project (presentations)

Texts / Materials / Resources

The selection of textbooks and readings will vary by instructor. Listed below are some of the possible textbooks, materials, and resources an instructor may select for this course:

- Morino, M., & Cole, C. T. (2011). *Leap of Reason: Managing to Outcomes in an Era of Scarcity*. Venture Philanthropy Partners.
- Moynihan, D. P. (2008). *The Dynamics of Performance Management: Constructing Information and Reform*. Georgetown University Press.
- Muller, J. (2018). *The Tyranny of Metrics*. Princeton University Press.
- Nussle, J., & Orszag, P. (2015). *Moneyball for Government*. Disruptions Books.
- Poister, T. H., Aristigueta, M. P., & Hall, J. L. (2014). *Managing and Measuring Performance in Public and Nonprofit Organizations: An Integrated Approach*. John Wiley & Sons.
- Van Dooren, W., Bouckaert, G., & Halligan, J. (2015). *Performance Management in the Public Sector*. Routledge.