

Advanced Performance Measurement: Concepts and Cases

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Note on the use of statistical software – The econometric / data analysis part of this class will be taught using the statistical software Stata. Students who wish to learn how to use Stata could benefit from taking this class. No previous knowledge of Stata is required. Students are allowed to use a different software to solve assignments but will not receive guidance on the use of other softwares.

1. Grading

Grading for this class will be based on the following dimensions:

1. Discussion / review report of academic paper (3 pages max; individual-based; 60 points max) – weekly schedule to be defined with students.
2. Case study group assignment (5 pages max; group-based; 40 points max)- Submission deadline: Thursday, 14.12.2023, at 6 pm

A maximum of 10 bonus points may be punctually granted during in-class case studies.

2. Review report & Presentation

The purpose of the review report is first to critically assess the contribution and quality of a research paper as well as its relevance for practice.

Guidelines:

Evaluate the paper's contributions to research and practice (Is the question relevant and important? To whom? How does it add to prior literature?), its definitions, theory, empirical setting, general approach, clarity, and limitations. Isolate major strengths and weaknesses of the paper and discuss them in a constructive manner. Think of examples in practice where its results may be useful or particularly relevant. If you can, suggest alternatives (different empirical setting, different choice of variable), solutions, improvements or ideas for future research that could build on the results.

Formatting:

- Margins: 2 cm/0.8 inches on all sides (incl. gutter/back margin)
- Font: Times New Roman, 12 points for text, single-space
- Page count: 2 pages max (excluding tables and figures, appendix, cover, table of contents, etc.)

Presentation of review report

- Students have to briefly present and discuss the paper they reviewed in front of the class.
- Time of presentation: Every week, 2 students / papers per week, exact schedule to be agreed with students.

Guidelines:

- Maximum duration: 15 minutes
- Be clear and to the point
- Use bullet points and illustrations
- Focus on your key messages
- Prepare back-up slides anticipating potential questions

Possible structure of a review report (to be further discussed in class):

- One first section succinctly describing what the paper is about, its key questions and findings (first paragraph), and major strengths and weaknesses (second paragraph).
- Second section detailing your major comments and suggestions. Major comments usually revolve around the contribution of the paper (Is it a good and novel idea? What did we learn that we did not know?), whether the theory makes sense or where is it less convincing / hard to follow, whether the data analysis convincingly answers the questions raised by the paper and matches the theory predictions, concept definitions.
- Third section with minor comments (Order of ideas, Writing, Typos, etc.)
- Fourth section with ideas for future questions related to the topic / or for link to practice (press articles on the topic, examples of firms where this research might be relevant).

3. Case study & Presentation

The purpose of the case study is to use realistic data to help inform a decision made by a fictional top management team.

Guidelines:

Isolate the underlying management problem and apply a structured approach telling a story. Present your solution clearly and interestingly (i.e., “sell” your solution). Solve the case primarily based on the provided information and data, apply data analytics and convert your analytical output into insights for practice. While your key audience, top management, may have little knowledge of data analytics, they may give your solution to a second party for validation (e.g., a consultancy or analytics department); therefore, your analyses and interpretation has to convince in detail and precision, too.

Formatting:

- Margins: 2 cm/0.8 inches on all sides (incl. gutter/back margin)
- Font: Times New Roman, 12 points for text, single-space

- Page count: 5 pages max (excluding tables and figures, appendix, cover, table of contents, etc.)

Presentation of case study

Students have to present the results of their case study in front of the class.

Time of presentation: **Wednesday, 20.12.2023** as part of the final lecture date.

Guidelines:

- Maximum duration: 25 minutes
- Be clear and to the point
- Use bullet points and illustrations
- Focus on your key messages
- Prepare back-up slides anticipating potential questions

For some general presentation guidelines that we will discuss further in class, see for example <https://www.ispringsolutions.com/blog/10-powerpoint-tips-to-make-your-slides-more-effective>

4. Schedule

The class will be taught **every week from September 20, 2023, 14:15-17:00 until December 20, 2023, 14:15-17:00**, in Seminarraum 111, Engehalde, E8. Please consult KSL for more details.

5. 4.5 vs. 3 ECTS class

If students opt for the 3 ECTS version of the course, they will be solely evaluated on their review report and presentation in class.