I. GENERAL DATA ON SUBJECT COURSE	
CODE AND NAME OF SUBJECT (*in Estonian and English)*	AM.083 *Performance Management in Air Transport* Tulemusjuhtimine lennutranspordis
ACADEMIC YEAR, TERM, FORM OF STUDIES	2020/21 autumn term, daytime study
CURRICULUM, SPECIALITY AND MODULE WHERE THE SUBJECT BELONGS TO	Elective course for Curriculum of Aviation Management (2284), Module of Speciality Studies
SCOPE OF SUBJECT (ECTS)	3.0 ECTS
FORM OF CONTROL	Written test. Non-differentiated assessment
WORKLOAD AND FORMAT OF STUDIES	Contact hours – 13 hrs; independent work – 65 hrs; practical training 0 hrs.
LANGUAGE OF INSTRUCTION	English
ADDITIONAL INFORMATION (prerequisite subject courses, restrictions on participating in the course, etc)	–
LECTURERS	Allan Nõmmik

II. THE GOAL, LEARNING OUTCOMES AND DESCRIPTION OF SUBJECT COURSE	
GOAL OF SUBJECT COURSE	To enable students to identify, develop, and maintain performance measurement indicators to allow for improved management skills and strategic oversight.
LEARNING OUTCOMES	By the end of the course students are able to: 1. Synthesize how performance measurements are used in management 2. Compare various performance measurement frameworks 3. Evaluate performance measurement information gathering methods 4. Critique performance measurement indicators 5. Construct a performance measurement dashboard
SHORT DESCRIPTION OF THE COURSE	Performance measurement allows management to better understand underlying business drivers. This course presents the following: integration of performance measurements in management, performance measurement frameworks and methodologies, and introduction to dashboard design. This course relies on lectures, case studies, and hands-on activities.

III. GRADING SYSTEMS AND CRITERIA	
PREREQUISITES TO BE ALLOWED TO TAKE EXAMINATION/ PRELIMINARY EXAMINATION	Solving, submission and/or presentation of tasks (case studies) of independent work.
FORMATION OF EXAMINATION MARK/OF PRELIMINARY EXAM	Written test will 100% of the total.
OPPORTUNITIES FOR SETTLING ARREARS /INSUFFICIENCIES IN ACADEMIC PROGRESS	Examination can be re-taken.
GRADING SYSTEM	**RESPECTIVE ASSESSMENT CRITERIA**
	Exam questions are prepared for control of theoretical knowledge with requiring of theory implementation. The exam will be positively passed if the student's results are at least minimally acceptable level of subjects (51%).

IV. SCHEDULE AND LIST OF TOPICS

Week 01: lecture (2h) Introduction to course and measurement justification
Week 02: (video lecture) Performance measurement and management
Week 03: (video lecture) Integrating performance measurement into management
Week 04: (video lecture) Integrating performance measurement into management
Week 05: (video lecture) Various performance measurement frameworks
Week 06: lecture (2h) Performance management in practice
Week 07: seminar (2h) Performance management in practice
Week 08: (video lecture) Introduction to information collection methodologies
Week 09: (video lecture) Performance measurement traps
Week 10: (video lecture) Performance measurement in aviation
Week 11: (video lecture) Performance measurement dashboard design
Week 12: (video lecture) Application of performance measurement
Week 13: (video lecture) Future of performance measurement and course review
Week 14: lecture (2h) Performance management in aviation
Week 15: seminar (2h) Performance management in aviation
Week 16: seminar (2h) Consultation
Week 17: test (3h)

V. LEARNING MATERIALS

Compulsory materials:

1. Uploaded Moodle material
2. Case material TBA
3. Bryant, L., Jones, D. A., & Widener, S. K. (2004). Managing Value Creation within the Firm: An Examination of Multiple Performance Measures. Journal of Management Accounting Research, 16(1), 107–131. doi:10.2308/jmar.2004.16.1.107
4. Delbari, S. A., Ng, S. I., Aziz, Y. A., & Ho, J. A. (2016). An investigation of key competitiveness indicators and drivers of full-service airlines using Delphi and AHP techniques. Journal of Air Transport Management, 52, 23–34. doi:10.1016/j.jairtraman.2015.12.004
5. Francis, G., Humphreys, I., & Fry, J. (2005). The nature and prevalence of the use of performance measurement techniques by airlines. Journal of Air Transport Management, 11(4), 207–217. Retrieved from http://www.sciencedirect.com/science/article/B6VGP-4F05RCT1/2/2e2472ec73ee6bd989d02f13c99b161e
6. Gimbert, X., Bisbe, J., & Mendoza, X. (2010). The role of performance measurement systems in strategy formulation processes. Long Range Planning, 43(4), 477–497. doi:10.1016/j.lrp.2010.01.001
7. Ittner, C. D., & Larcker, D. F. (2003). Coming Up Short on nonfinancial performance measurement. Harvard Business Review, 81(11), 89.
8. Lee, M. T., & Widener, S. K. (2016). The Performance Effects of Using Business Intelligence Systems for Exploitation and Exploration Learning. Journal of Information Systems, 30(3), 1–31. doi:10.2308/isys-51298
9. Micheli, P., & Manzoni, J. F. (2010). Strategic performance measurement: Benefits, limitations and paradoxes. Long Range Planning, 43(4), 465–476. doi:10.1016/j.lrp.2009.12.004
10. Yigitbasioglu, O. M., & Velcu, O. (2012). A review of dashboards in performance management: Implications for design and research. International Journal of Accounting Information Systems, 13(1), 41–59. doi:10.1016/j.accinf.2011.08.002
11. Zahra, S., & Chaples, S. (1993). Blind Spots in Competitor Analysis. The Academy of Management Executive, 7(2), 7–28. Retrieved from http://www.jstor.org/stable/4165119