ESCPAU BUSINESS SCHOOL
FOR TOMORROWERS®

HIGH PERFORMING ORGANIZATIONS

Program Outline

- ✓ Coordinator – Mr. Laurent Sié
- ✓ Language – English
- ✓ ECTS – 30
- ✓ Modules – 6
- ✓ Calendar – Jan 14 – Apr 25
- ✓ Duration – 180 h

Module	Subject	Professor	Number of Hours
M1	Intercultural Management and Leadership for HPOs	Mrs. Ghada Haddad	30
M2	Performance Metrics of HPO	Mrs. Laurence Porteu	30
M3	Consulting of HPO: RoD	Mr. Laurent Sié	30
M4	Drivers of HPO	Mr. Tim Pett	30
M5	Data Science Applied to HPO	Mr. Farid Makhlouf & Mr. Yasin Mazhar Mughal	30
M6	Applied Research Project	Mr. Laurent Sié	30
	Total		**180**

Program Presentation

High performing organizations (HPOs) are identified with consistently high levels of profitability, productivity, quality, ROI, customer loyalty (retention), and employee loyalty (retention). Using case studies approach, students examine the corporate philosophies, enlightened policies, core competencies, and best practices, which characterize HPOs.

This specialization builds a holistic view of the student towards the workflows in an enterprise and provides deeper insights into the functioning mechanism to enable effective decision-making and implementation. The modules consisting this specialization lay equal focus upon issues concerning performance management, applied research in business and the triple bottom line. Although much of the class discussions may focus on small and medium sized enterprises (SMEs), the concepts are relevant for any type of organization (public or private, large or small).

M1 – Intercultural Management and Leadership for HPOs:

Mrs. Ghada Haddad ghada.haddad@esc-pau.fr

Pertinent questions concerning multicultural groups and teams are – Is there any specific way to effectively manage/ lead these intercultural teams? What are the specific features of management and leadership when the cultural setting changes? Are these different management and leadership practices leading to high performance in different cultural settings? This course intends to explore such questions and enable the students to identify such complexities that surround professional work. Finally addressing such practical situations, the course work enables the student to equip them with specific skills to manage and lead multicultural teams.

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M2 – Performance Metrics of HPO:

Mrs. Laurence Porteu de la Morandiere laurence.porteu@esc-pau.fr

Performance metrics are the key performance indicators (KPIs), which enable comparison across enterprises thus, differentiating the successful from the laggards. Financial performance is no more the sole KPI of success of an enterprise. The definition of performance has evolved over time to a more thorough concept of - global performance, encompassing not only financial performance, but also elements of non-financial performance, such as, triple bottom line (TBL) including sustainability and social performance. This course takes the following direction:

- What are the KPIs for deciding if an enterprise is an HPO?
- Do Corporate Social Responsibility (CSR) KPIs vary with cultural context?
- Do we measure social performance differently in France than in India or USA?

M3 – Consulting of HPO: Research on Demand (ROD)

Mr. Laurent Sié laurent.sie@esc-pau.fr

Research methodologies both quantitative and qualitative aide managers in taking important decisions in the complex business situations. Learn how to use these strategies to solve business issues faced in the international context. Explore the use of research methods for explaining performance and management practices. Learn to combine research methodologies and to study the actual business strategies vis-à-vis intercultural settings.

M4 – Drivers of HPO:

Mr. Tim Pett tpett@rollins.edu

Having already learnt about high performance in the previous courses above, this course aims at diving deeper into the management strategies and practices that act as a catalyst for high performance. Essentially addressing – What are the drivers of HPOs? The students will do a multilayer analysis dissecting each strategic level and articulating the drivers of performance. After deconstructing performance, the students will work their way upwards – to analyze the drivers of global performance for an enterprise.

M5 – Data Science applied to HPO:

Mr. Farid Makhlouf farid.makhlouf@esc-pau.fr *& Mr. Yasin Mazhar Mughal* mymughal1@hotmail.com

Advanced data analysis techniques are used to understand complex relationships between performance and other variables such as management practices. Learn how to apply these techniques using a powerful data analysis software – *IBM SPSS*. The students will learn how to do –

- Univariate analysis for a given set of variables
- Multivariate analysis to understand the complex relationships between variables

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M6 – Applied Research Project (ARP):

Mr. Laurent Sié laurent.sie@esc-pau.fr

Having learnt about performance, data analysis and theories, this module takes all the knowledge together and creates an application based project. During the course of this module, students undertake actual business research based on all the elements of the previous courses. The students would be exposed to a revolutionary teaching method of *collaborative economy*, wherein, all the students use the data generated by each student. Data collection is followed by data analysis and interpretation that is ensured by coaching based classes. The results of this research project are shared with the business community in the form of a presentation by students

Program Objectives

The general purpose of this special track is to educate students for effective management, responsible leadership, and global citizenship. The aim of this program is to sensitize students towards different notions of organizational performance and cross functional factors affecting it.

Student feedbacks

"I appreciate the opportunities and experiences this program gave me and cannot wait to apply the knowledge I have gained from this experience to the furthering of my education? not only at Rollins College and my future career endeavors, but my other international adventures I plan to take moving forward." - Maggie Andreasen HPO 2019

"This experience has allowed me to grow as a person." - Noah Gutiérrez HPO 2019

"This program is a program that requires a lot of workload investment. However it is worth it because the program is a compromise between hard work and discovery of new cultures." - Théo Bousquet HPO 2018

"Regarding the academic side of our trip, I found it to be very informative and transformational for me. I will be entering graduate school next month and anticipate being more engaged than I ever have been before." - Peter Finegan HPO 2018

"Our HPO course finally provided a platform for me to be exposed to consultation, and provided me with valuable hands on experience." - Connor Meehan HPO 2018

"I learned about high performance organizations as well as performance of knowledge management." - Sumit Patel HPO 2017

"The syllabus was planned out very well. I enjoyed having the opportunity to visit companies on Monday's and day trip's on Wednesday's." - Katie Miller HPO 2017

"I can gladly say that I will be able to walk away with a stronger knowledge of High Performance Organizations (HPO), more specifically, continuous improvement and renewal: HPO factor four." - Michael Cappabianca HPO 2016

"Over the course of this program I have gained knowledge, created memories with new friends, seen new places and become familiar with new cultures. In fact, this has been more than just a program—it has been an experience." - Ethan Curtis HPO 2016

" After meeting the French students and learning the ropes of a new country, I learned a lot by immersing myself in the HPO class. I discovered SPSS, working with groups, and, above all, got used to presenting day after day in a class setting and working with students that didn't speak English as their first language." - Paige Timmermann HPO 2016

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Learning Objectives and Goals

The general purpose of HPO program is to increase the students understanding of the key influences of performance. Specific performance objectives include:

- Students will be able to actively participate in discussions about today's high performing organizations issues;
- To become familiar with some behavioral problems of managing in increasingly complex, diverse and global high performing and underperforming organizations;
- To understand the determinants of effective high performance factors; and
- Replicate and adapt managerial practices to different cultural contexts.

Intended Learning Outcomes

General skills developed by a student after successfully completing the specialization:

- identify the essential issues of high performing organizations and the triple bottom line,
- develop an appreciation for rigorous scientific research approach,
- be capable of performing advanced data science techniques for analysis using IBM SPSS,
- improve oral and written communication in English, and
- able to lead Intercultural teams.

Teaching Method and Pedagogy

All the courses in this specialization combine theory with practice through lectures (including videos and articles), a collaborative project and regular student presentations. The format for classes will be lectures and discussions, casework, and student team presentations. Class discussion is an essential learning in these courses because it addresses complex factors related to cultural, economic, political, and other variables in high performing organizations. Class participation is very important and students are expected to prepare for and contribute towards each class.

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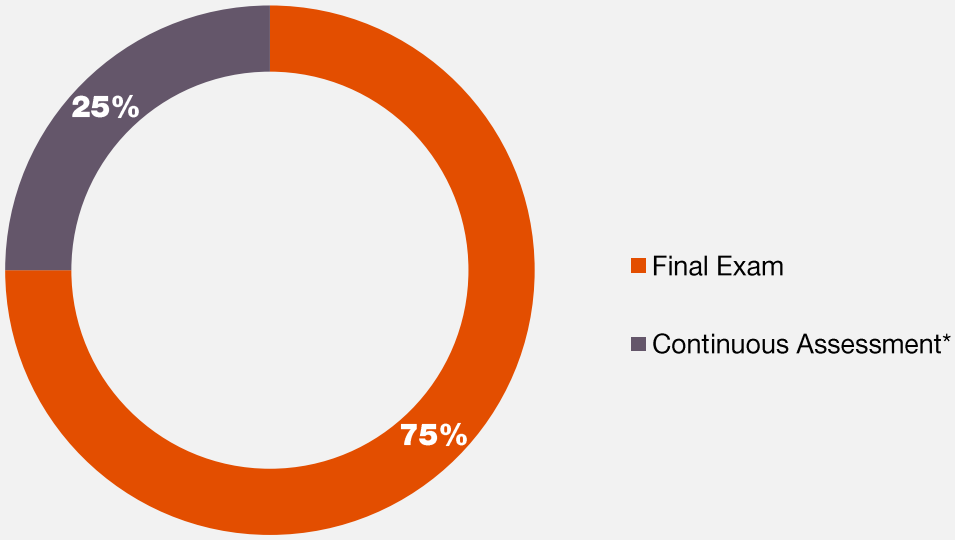
EVALUATION AND ASSESSMENT

Grades will be based on class participation, attendance, oral presentations and a final written examination.

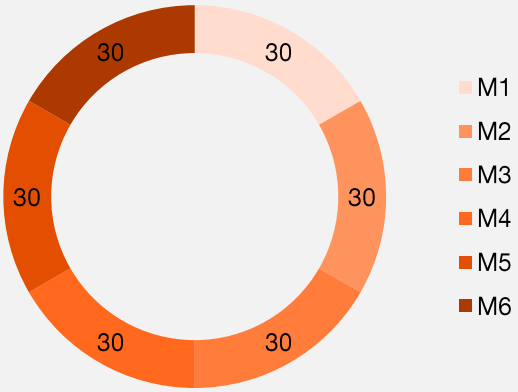


**Continuous Assessment comprises the grades for class participation, attendance and oral presentations.*

A mark of '0/20' will be awarded in the following instances:

- ✓ *absence from the final examination*
- ✓ *unjustified absences from class unless documentary evidence is provided*
- ✓ *if required work is not submitted on time.*

WORK LOAD (HOURS)



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LESSON PLAN

Program	Planning	Module	Professor	Number of Hours	ECTS
30 ECTS 180h	(January, 2020 – April, 2020)	M1. Intercultural Management and Leadership	Mrs. Ghada Haddad	30h	5
		M2. Performance Metrics of HPO	Mrs. Laurence Porteu de la Morandiere	30h	5
		M3. Consulting of HPO: ROD	Mr. Laurent Sié	30h	5
		M4. Drivers of HPO	Mr. Tim Pett	30h	5
		M5. Data Science Applied to HPO	Mr. Farid Makhlouf & Mr. Yasin Mazhar Mughal	30h	5
		M6. HPO-Applied Research Project	Mr. Laurent Sié	30h	5

COURSE RULES AND POLICIES

Attendance is obligatory

- Students are obliged to attend all lessons during the course and active participation in classes will be observed and evaluated by their professors (continuous assessment).
- If it is impossible to come to a lesson, students must contact their professor and the program coordinator (laurent.sie@esc-pau.fr) to inform them in advance.
- If, for reasons beyond the student's control, a student has to leave the program or is absent,
  - Before the end of a course: He/she will be automatically transferred to the re-sit process;
  - After having completed a module but before giving the final exam: he/she will be automatically transferred to the re-sit process.
- Any unjustified absence of more than 2 consecutive lessons will lead to the exclusion from the whole course. The student will have a "0" score, and must then participate in the following course (module if more appropriate).

Arriving late to the Final Exams

Beyond an hour late, a mark of “0/20” will be given automatically.

Plagiarism

The text of the following paragraphs is taken from the "Plagiarism: information and advice" section of Bristol University Library (https://www.bristol.ac.uk/library/support/findinginfo/plagiarism)

“What is plagiarism?

In academic writing, plagiarism is the inclusion of any idea or any language from someone else without giving due credit by citing and referencing that source in your work. This applies if the source is print or electronic, published or unpublished, another student’s work, or any other person.

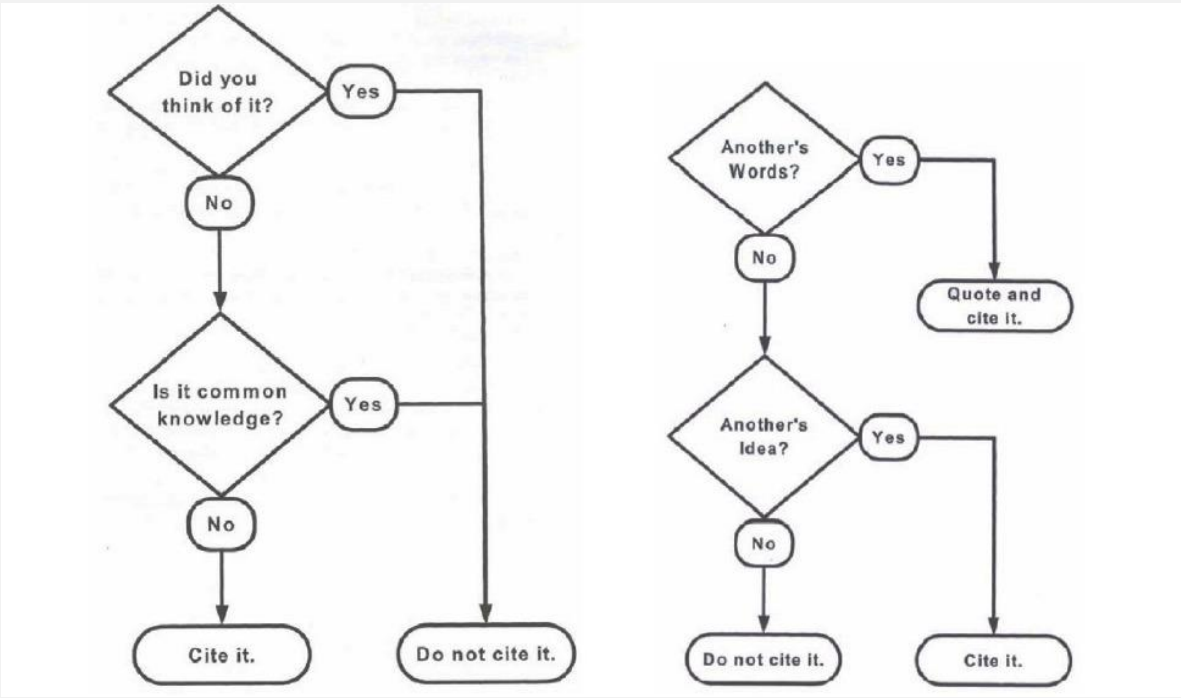
Plagiarism can occur for a number of reasons:

- *Simply not understanding what plagiarism is.*
- *Not citing or referencing properly within your work. The Library Services referencing pages offer help and advice on how to cite and reference.*
- *Pressure from deadlines and/or poor time-management leading to a ‘cut and paste’ approach to research.*
- *Disorganized research and note-taking leading to confusion between your own thoughts and ideas taken from other sources.*
- *A lack of confidence in putting things into your own words.*

Plagiarism can take many forms. Here are some examples:

- × *Quoting another’s work ‘word for word’ (verbatim) without placing the phrase(s), sentence(s) or paragraph(s) in quotation marks and providing a clear citation and reference.*
- × *Summarizing or paraphrasing the work or ideas of another without citing and referencing the original source.*
- × *Please note: Summarizing/paraphrasing is not changing a few words here and there from the original. If the language and sentence structure you use is too close to that in the original then you are plagiarizing, even if you provide a citation. Summarizing/paraphrasing is putting across the source’s ideas in your own words; restating the ideas in your own way.*
- × *Using statistics, tables, figures, formulae, diagrams, questionnaires, images, musical notation, computer code etc. created by others without citing and referencing the original source.*
- × *Copying the work of another student, with or without their consent.*
- × *Collaborating with another student and then presenting the resulting work as one’s own (Consult your tutor if you are unsure about the extent of collaboration permitted in any joint work).*

- *Submitting, in whole or in part, work which has previously been submitted at [your place of study] or elsewhere, without citing and referencing the earlier work. This includes re-using your own submitted work without citing and referencing (known as self-plagiarism).*
- *Buying or commissioning an essay or other piece of work and presenting it as your own."*



From: *Using sources Effectively*: Harris (2017) p.107

Recommended Readings

1. Waal, A.A. de (2012a), What makes a high performance organizations: Five validated factors of competitive advantage that apply worldwide. Global Professional Publishing Limited, Cranbook, UK. (https://www.hpocenter.com/wp-content/uploads/2014/01/What-Makes-A-High-Performance-Organization-chapter-1-21.pdf)
2. Waal, A.A. de (2012b), Characteristics of high performance organizations. Journal of Management Research, 4(4), 39-71.
3. Kirby, Julia. (2005). Toward a theory of high performance. Harvard Business Review. 83. 30-9, 190. (https://hbr.org/2005/07/toward-a-theory-of-high-performance)
4. Pett, T. L., Errami, Y., & Sié, L. (2018). How smaller firms outperform their peers. Journal of Business Strategy doi: 10.1108/JBS-12-2017-0178.