



# ACCG946

## Advanced Performance Management

S2 Evening 2017

*Dept of Accounting & Corporate Governance*

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## General Information

Unit convenor and teaching staff

Unit convenor

Gareth Wilson

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Moderator

Kevin Baird

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Credit points

4

Prerequisites

ACCG926

Corequisites

Co-badged status

Unit description

This unit requires students to select and apply strategic management accounting techniques in a variety of business contexts. Students will examine organisational performance measures and apply them to evaluate an organisation and its compliance with strategic goals.

Knowledge, skills and professional judgement will be required in applying performance measures and making recommendations.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

Use and apply strategic planning models to monitor organisational performance.

Identify and evaluate relevant economic and market factors that influence organisational performance.

Evaluate effective performance management and monitoring systems including strategic performance measurement techniques.

Advise clients and management on an organisations strategic performance.

Identify current developments and emerging issues in management accounting and performance measurement.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Assignments</u>	40%	No	30/8/2017 & 4/10/2017
<u>Final Exam</u>	60%	No	Formal Exam Period

### Assignments

Due: **30/8/2017 & 4/10/2017**

Weighting: **40%**

Assignments 1 & 2 to be completed at home, Based on Exam Standard Questions on the material covered to date.

On successful completion you will be able to:

- Use and apply strategic planning models to monitor organisational performance.
- Identify and evaluate relevant economic and market factors that influence organisational performance.
- Evaluate effective performance management and monitoring systems including strategic performance measurement techniques.
- Advise clients and management on an organisations strategic performance.
- Identify current developments and emerging issues in management accounting and performance measurement.

### Final Exam

Due: **Formal Exam Period**

Weighting: **60%**

Final Exam based on ACCA P5 Exam format

On successful completion you will be able to:

- Use and apply strategic planning models to monitor organisational performance.
- Identify and evaluate relevant economic and market factors that influence organisational performance.
- Evaluate effective performance management and monitoring systems including strategic performance measurement techniques.

- Advise clients and management on an organisations strategic performance.
- Identify current developments and emerging issues in management accounting and performance measurement.

## Delivery and Resources

### Classes:

Students are required to attend eight 3 hour face-to-face seminars. The timetable for classes is on the University website at <http://www.timetables.mq.edu.au/>

### Required Texts and Materials:

Kaplan Publishing. ACCA P5 Complete Text Advanced Performance Management (APM). ISBN 978-1-78415-819-4

Kaplan Publishing. ACCA P5 Exam Kit Advanced Performance Management (APM) ISBN 978-1-78415-838-5

There will be supplemental readings and materials available on the unit website.

The following Journal is useful as an additional reference: ACCA's Student Accountant magazine.

### TECHNOLOGY USED AND REQUIRED

Students are expected to have:

Proficiency in Word, Excel and Powerpoint Knowledge of Macquarie University iLearn - for downloading lecture materials, etc.

Knowledge of the library research databases - for accessing additional research material.

Access to a personal computer to be able to access iLearn and submit completed assessment material online.

### UNIT WEB PAGE

Course content is available on the learning management system (iLearn). The web page for this unit is at <http://mq.edu.au/iLearn/index.htm>

## Unit Schedule

1 (2 <sup>nd</sup> August 2017)	<b>Strategic Planning and Control:</b> <ol style="list-style-type: none"><li>1. Strategic Management Accounting</li><li>2. Performance hierarchy</li><li>3. Performance Management and control including evaluation of alternative budgeting models.</li></ol>
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<p>2</p> <p>(9<sup>th</sup> August 2017)</p>	<p><b>Strategic Planning and Control Continued:</b></p> <ol style="list-style-type: none"> <li>1. Changes in Business Structure and Management Accounting. Including accounting needs of service vs traditional manufacturing industry, Business Process Re-engineering, Value Chain and McKinsey 7S's</li> <li>2. Other Environmental and Ethical Issues, Including using models such as PEST and Porters 5 Forces.</li> </ol> <p><b>External Influences on Organisational Performance:</b></p> <ol style="list-style-type: none"> <li>1. Impact of risk and uncertainty on performance management. Including assessment of risk appetites of stakeholders on performance management, evaluation of how risk and uncertainty plays an important role in long term strategic planning and decision making. Applying different risk analysis techniques such as maximin, maximax, minimax regret and expected values.</li> </ol>
<p>3</p> <p>(16<sup>th</sup> August 2017)</p> <p>(Assignment 1 given to Students due 30<sup>th</sup> August)</p>	<p><b>Performance Measurement Systems and Design:</b></p> <ol style="list-style-type: none"> <li>1. Performance management information systems</li> <li>2. Sources of management information</li> <li>3. Recording and processing methods</li> <li>4. Management reports</li> </ol>
<p>4</p> <p>(30<sup>th</sup> August 2017)</p>	<p><b>Strategic performance measurement:</b></p> <ol style="list-style-type: none"> <li>1. Financial performance measures</li> </ol> <p>Including traditional ratios and other financial performance techniques such as internal rate of return, Modified Internal Rate of Return and Economic Value Added.</p> <ol style="list-style-type: none"> <li>2. Divisional Performance and Transfer Pricing Issues.</li> </ol>
	<p><b>Strategic performance measurement continued:</b></p> <ol style="list-style-type: none"> <li>1. Strategic performance measures in not for profit organisations.</li> <li>2. Non-financial performance measures.</li> <li>3. The role of quality in management information and performance measurement systems.</li> </ol>

6 (13 <sup>th</sup> September 2017)  (Assignment 2 given to Students due 4 <sup>th</sup> October)	<ol style="list-style-type: none"><li>1. Performance measurement and strategic Human Resource Management Issues</li><li>2. Other behavioural aspects of performance management</li><li>3. Performance Evaluation and Corporate Faliure.</li></ol>
7 (4 <sup>th</sup> October 2017)	Revision and Exam Practice
8  18 <sup>th</sup> October 2017)	Revision and Exam Practice

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy [http://mq.edu.au/policy/docs/assessment/policy\\_2016.html](http://mq.edu.au/policy/docs/assessment/policy_2016.html)

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Complaint Management Procedure for Students and Members of the Public [http://www.mq.edu.au/policy/docs/complaint\\_management/procedure.html](http://www.mq.edu.au/policy/docs/complaint_management/procedure.html)

Disruption to Studies Policy (in effect until Dec 4th, 2017): [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html)

Special Consideration Policy (in effect from Dec 4th, 2017): <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student\\_conduct/](https://students.mq.edu.au/support/student_conduct/)

## Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit [ask.mq.edu.au](http://ask.mq.edu.au).

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

### Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

### Learning outcomes

- Advise clients and management on an organisations strategic performance.
- Identify current developments and emerging issues in management accounting and performance measurement.

## Assessment tasks

- Assignments
- Final Exam

## PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

## Learning outcomes

- Use and apply strategic planning models to monitor organisational performance.
- Identify and evaluate relevant economic and market factors that influence organisational performance.
- Evaluate effective performance management and monitoring systems including strategic performance measurement techniques.
- Identify current developments and emerging issues in management accounting and performance measurement.

## Assessment tasks

- Assignments
- Final Exam

## PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

## Learning outcomes

- Use and apply strategic planning models to monitor organisational performance.
- Identify and evaluate relevant economic and market factors that influence organisational performance.
- Evaluate effective performance management and monitoring systems including strategic performance measurement techniques.



## Assessment tasks

- Assignments
- Final Exam

## PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

### Learning outcomes

- Use and apply strategic planning models to monitor organisational performance.
- Identify and evaluate relevant economic and market factors that influence organisational performance.
- Evaluate effective performance management and monitoring systems including strategic performance measurement techniques.
- Advise clients and management on an organisations strategic performance.

## Assessment tasks

- Assignments
- Final Exam

## PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

### Learning outcomes

- Use and apply strategic planning models to monitor organisational performance.
- Identify and evaluate relevant economic and market factors that influence organisational performance.
- Evaluate effective performance management and monitoring systems including strategic performance measurement techniques.
- Advise clients and management on an organisations strategic performance.
- Identify current developments and emerging issues in management accounting and

performance measurement.

## Assessment tasks

- Assignments
- Final Exam

## PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

## Learning outcomes

- Advise clients and management on an organisations strategic performance.
- Identify current developments and emerging issues in management accounting and performance measurement.

## Assessment tasks

- Assignments
- Final Exam