



# MGNT842

## Measuring and Managing Performance

Term 2 North Ryde 2019

*Dept of Accounting & Corporate Governance*

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## General Information

Unit convenor and teaching staff

Adjunct Lecturer

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Unit Convenor

Rahat Munir

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Room 312, Building E4A

Credit points

4

Prerequisites

32cp including (MGNT603 and MGNT604)

Corequisites

Co-badged status

Unit description

This unit exposes students to recent developments in the effective measurement and management of business performance. It aims to provide them with: technical expertise in the application of measurement tools; an ability to critically evaluate performance measurement and management alternatives; and an understanding of how to design performance measurement systems to achieve their intended objectives. Topics covered include: managing effectively through “the financials”; shareholder-value based frameworks including EVA™; integrated performance measurement including the balanced scorecard; and, the management of intangibles and corporate social responsibility.

## 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:

Critically evaluate business performance using appropriate techniques and frameworks so that evidence-based-decisions are made when implementing new metrics and

measures of business unit and individual performance.

Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics that have emerged in different cultures such as the prevalence of intangible asset monitoring and reporting in Scandinavia.

Integrate ethical, social and environmental factors into the design of performance management systems, impact metrics and key performance indicators across a range of organisational activities.

Critically assess how business performance measurement and management systems impact on the creation and delivery of sustainable value at various levels of an organisation.

## General Assessment Information

### Expectations and Workload

Students are expected to spend 150 hours working on this unit. As a guide a student should spend these approximate amounts of time on each of the following activities:

	Activities	Hours
1	Class Attendance	40
2	Assessment Task 1 (In Class Test)	10
3	Assessment Task 2 (Group Assignment)	15
4	Assessment Task 3 (Final Examination)	25
5	Reflection / Self Study	60
	TOTAL	150

## Assessment Tasks

Name	Weighting	Hurdle	Due
<u>In Class Assessment</u>	15%	No	25 May
<u>Syndicate Assignment</u>	35%	No	May 31
<u>Final Examination</u>	50%	No	Exam Week

### In Class Assessment

Due: **25 May**

Weighting: **15%**

Duration: 60 minutes plus 5 minutes reading time

An in-class assessment will be held during the second weekend of classes. This will take the form of a quiz held under closed-book circumstances (one single-sided A4 sheet of study notes is permitted) and will cover selected topics covered from the first weekend of classes.

This Assessment Task relates to the following Learning Outcomes:

- Critically evaluate business performance using appropriate techniques and frameworks so that evidence-based-decisions are made when implementing new metrics and measures of business unit and individual performance.
- Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics that have emerged in different cultures such as the prevalence of intangible asset monitoring and reporting in Scandinavia.
- Critically assess how business performance measurement and management systems impact on the creation and delivery of sustainable value at various levels of an organisation.

### **Extension**

No extensions will be granted. Students who are absent from the test will be awarded a mark of ZERO, except for cases in which an application for Special Consideration is made and approved. If the application is approved, students are expected to complete the presentation on an individual basis.

### **Penalties**

A mark of zero will be awarded to students who are absent from the test.

On successful completion you will be able to:

- Critically evaluate business performance using appropriate techniques and frameworks so that evidence-based-decisions are made when implementing new metrics and measures of business unit and individual performance.
- Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics that have emerged in different cultures such as the prevalence of intangible asset monitoring and reporting in Scandinavia.

## **Syndicate Assignment**

Due: **May 31**

Weighting: **35%**

A syndicate assignment will be launched at the beginning of the unit. Working in groups, this will require an analysis of a company and, in particular the development of a business performance measurement and management system. It is expected this assignment will be required to be

submitted through iLearn. Further details will be given in class.

No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

This Assessment Task relates to the following Learning Outcomes:

- Critically evaluate business performance using appropriate techniques and frameworks so that evidence-based-decisions are made when implementing new metrics and measures of business unit and individual performance.
- Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics that have emerged in different cultures such as the prevalence of intangible asset monitoring and reporting in Scandinavia.
- Integrate ethical, social and environmental factors into the design of performance management systems, impact metrics and key performance indicators across a range of organisational activities.
- Critically assess how business performance measurement and management systems impact on the creation and delivery of sustainable value at various levels of an organisation.

### **Extension**

No extensions will be granted. Students who fail to submit their assignment will be awarded a mark of ZERO, except for cases in which an application for Special Consideration is made and approved. If the application is approved, students are expected to complete the presentation on an individual basis.

### **Penalties**

A mark of zero will be awarded to students who fail to submit this assessment item.

On successful completion you will be able to:

- Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics that have emerged in different cultures such as the prevalence of intangible asset monitoring and reporting in Scandinavia.
- Integrate ethical, social and environmental factors into the design of performance management systems, impact metrics and key performance indicators across a range of organisational activities.
- Critically assess how business performance measurement and management systems impact on the creation and delivery of sustainable value at various levels of an organisation.

## Final Examination

Due: **Exam Week**

Weighting: **50%**

The final exam is a closed book exam [one (1) double-sided A4 sheet of notes permitted; the sheet must be turned in with your exam booklet(s)] and will cover all materials of the whole term. More details on the exam will be provided in class.

3 hours plus 10 minutes reading time.

You are expected to present yourself for examination at the time and place designated in the MGSM Examination Timetable. The timetable will be available at <https://students.mgsm.edu.au/sydney-students/units/exams/>

This Assessment Task relates to the following Learning Outcomes:

- Critically evaluate business performance using appropriate techniques and frameworks so that evidence-based-decisions are made when implementing new metrics and measures of business unit and individual performance.
- Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics that have emerged in different cultures such as the prevalence of intangible asset monitoring and reporting in Scandinavia.
- Integrate ethical, social and environmental factors into the design of performance management systems, impact metrics and key performance indicators across a range of organisational activities.
- Critically assess how business performance measurement and management systems impact on the creation and delivery of sustainable value at various levels of an organisation.

### Extension

No extensions will be granted. Students who are absent from the examination will be awarded a mark of ZERO, except for cases in which an application for Special Consideration is made and approved. If the application is approved, students are expected to complete the presentation on an individual basis.

### Penalties

A mark of zero will be awarded to students who are absent from the assessment.

On successful completion you will be able to:

- Critically evaluate business performance using appropriate techniques and frameworks so that evidence-based-decisions are made when implementing new metrics and measures of business unit and individual performance.

- Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics that have emerged in different cultures such as the prevalence of intangible asset monitoring and reporting in Scandinavia.
- Integrate ethical, social and environmental factors into the design of performance management systems, impact metrics and key performance indicators across a range of organisational activities.
- Critically assess how business performance measurement and management systems impact on the creation and delivery of sustainable value at various levels of an organisation.

## **Delivery and Resources**

### **Classes**

This unit offers one 4 hour class per week. The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>

You **MUST** attend only the class in which you are enrolled. In the event that you have to attend an alternative class for a particular week you are required to notify your lecturer in advance of attending the alternate class.

### **Textbook**

This unit has no textbook. Instead, there are selected readings for each class session. A full list of readings will be posted on iLearn several weeks prior to the start of the unit. It is anticipated that students will have read the assigned readings for each class session prior to the start of the session.

For those who have a particular interest in the balanced scorecard, which is one of a number of methodologies covered in the unit and is commonly utilised in a variety of businesses, the seminal work is Kaplan, R. and Norton, D. (1996) *The Balanced Scorecard: Translating Strategy into Action*, Harvard Business Review Press.

For information on textbook prices and online ordering, please refer to the Co-Op Bookshop webpage at <http://www.coop.com.au>

### **Unit Web Page**

Unit materials, suggested solutions, announcements and other relevant information are found on iLearn for the unit at: <http://ilearn.mq.edu.au>.

Students are expected to visit the unit webpage on a regular basis, and at a minimum at least one a week.

## Teaching and Learning Activities

The last page of this assessment guide contains a list of the topics that will be covered in classes over the duration of the session. Also included are details of weekly readings, weekly homework questions and additional self-study questions.

## Class structure

Each session will involve the equivalent of a tutorial segment, discussing assigned weekly homework questions from the previous week, where relevant. The session will then continue with a lecture covering the next topic. You are not required to have completed the weekly reading prior to attending the weekly lecture, however some students find reading prior to classes useful. ALL the content within the readings is examinable and you are expected to have completed the readings prior to attempting relevant assessment tasks

## Unit Schedule

Friday	10 May 2019	9am - 5pm
Saturday	11 May 2019	9am - 5pm
Sunday	12 May 2019	9am - 5pm
Saturday	25 May 2019	9am - 5pm
Sunday	26 May 2019	9am - 5pm

	Session	Topic / Subject	
	1	The BPMM Challenge	
Strand 1: financial performance	2	Strategic Profitability Analysis	The Mirabella Case
	3	Managing Activities for Improved Effectiveness/Efficiency	Cola Drinks Ltd
	4	Shareholder Value Management	Best Goods
Strand 2: integrated performance thinking	5	Balanced Scorecard and Strategy Maps	Store24
	6	Aligning Financial and Operating Models of Business	
	7	Implementing Performance Management Systems	Marshall and Gordon
Strand 3: contemporary issues	8	Managing Intangibles and Innovation	



Session	Topic / Subject
9	Managing Corporate Social Responsibility Nike
10	Unit Wrap Up

## Learning and Teaching Activities

### Active Learning

The unit will use a flexible class structure as appropriate to deliver on the topic's learning objectives. The structure of classes will typically comprise: 1. Lectures – for the introduction and overview of new material; 2. Case study discussions – application of concepts and frameworks; and 3. Group presentations (informal) – peer-led discussions and critiques of unit content drawing on the unique and diverse experiences amongst the class-room. A significant component of this unit is delivered using experiential learning principles. In-class case studies form an essential component of practically applying, understanding and critiquing unit content. As such, it is imperative that case-studies are pre-read prior to attending classes. Active participation will be required from all students.

### Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway \(https://students.mq.edu.au/support/study/student-policy-gateway\)](https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/student-conduct>

## Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) 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> or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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>) 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>

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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 - 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**

- Critically evaluate business performance using appropriate techniques and frameworks so that evidence-based-decisions are made when implementing new metrics and measures of business unit and individual performance.
- Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics that have emerged in different cultures such as the prevalence of intangible asset monitoring and reporting in Scandinavia.
- Integrate ethical, social and environmental factors into the design of performance management systems, impact metrics and key performance indicators across a range of organisational activities.
- Critically assess how business performance measurement and management systems impact on the creation and delivery of sustainable value at various levels of an organisation.

### **Assessment tasks**

- In Class Assessment
- Syndicate Assignment
- Final Examination

## **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**

- Critically evaluate business performance using appropriate techniques and frameworks so that evidence-based-decisions are made when implementing new metrics and measures of business unit and individual performance.
- Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics that have emerged in different cultures such as the prevalence of intangible asset monitoring and reporting in Scandinavia.

- Integrate ethical, social and environmental factors into the design of performance management systems, impact metrics and key performance indicators across a range of organisational activities.
- Critically assess how business performance measurement and management systems impact on the creation and delivery of sustainable value at various levels of an organisation.

## **Assessment tasks**

- In Class Assessment
- Syndicate Assignment
- Final Examination

## **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**

- Critically evaluate business performance using appropriate techniques and frameworks so that evidence-based-decisions are made when implementing new metrics and measures of business unit and individual performance.
- Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics that have emerged in different cultures such as the prevalence of intangible asset monitoring and reporting in Scandinavia.
- Integrate ethical, social and environmental factors into the design of performance management systems, impact metrics and key performance indicators across a range of organisational activities.
- Critically assess how business performance measurement and management systems impact on the creation and delivery of sustainable value at various levels of an organisation.

## **Assessment tasks**

- In Class Assessment
- Syndicate Assignment
- Final Examination