



MMBA8042

Business Performance Measurement and Management

MGSM term 2, Intensive attendance, North Ryde 2020

Department of Accounting & Corporate Governance

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General Information

Unit convenor and teaching staff

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SASU, E4A

Unit Moderator

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Credit points

10

Prerequisites

MGSM840 or MMBA8040

Corequisites

Co-badged status

Unit description

This unit discusses developments in the effective measurement and management of business performance. It aims to provide participants 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.

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:

ULO1: Identify and describe processes and tools used to measure and manage business performance.

ULO2: Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics

ULO3: Integrate social and environmental factors into the design of performance management systems, impact metrics and key performance indicators across a range of organisational activities.

ULO4: 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

Coronavirus (COVID-19) Update

Assessment details are no longer provided here as a result of changes due to the Coronavirus (COVID-19) pandemic.

Students should consult [iLearn](#) for revised unit information.

[Find out more about the Coronavirus \(COVID-19\) and potential impacts on staff and students](#)

General Assessment Information

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

Coronavirus (COVID-19) Update

Any references to on-campus delivery below may no longer be relevant due to COVID-19.

Please check here for updated delivery information: https://ask.mq.edu.au/account/pub/display/unit_status

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

Coronavirus (COVID-19) Update

The unit schedule/topics and any references to on-campus delivery below may no longer be relevant due to COVID-19. Please consult [iLearn](#) for latest details, and check here for updated delivery information: https://ask.mq.edu.au/account/pub/display/unit_status

Session	Topic / Subject	
	1	The BPMM Challenge
Strand 1: financial performance	2	Strategic Profitability Analysis
	3	Managing Activities for Improved Effectiveness/Efficiency
	4	Shareholder Value Management
Strand 2: integrated performance thinking	5	Balanced Scorecard and Strategy Maps
	6	Aligning Financial and Operating Models of Business
	7	Implementing Performance Management Systems
Strand 3: contemporary issues	8	Managing Intangibles and Innovation
	9	Managing Corporate Social Responsibility
	10	Unit Wrap

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-centr](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-centr)

al). 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.*)

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](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://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

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 help you improve your marks and take control of your study.

- [Getting help with your assignment](#)
- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

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

IT Help

For help with University computer systems and technology, visit 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.