MMBA8042

Business Performance Measurement and Management

MGSM term 4, Special circumstance 2020

Department of Accounting & Corporate Governance

Contents

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Notice

As part of Phase 3 of our return to campus plan, most units will now run tutorials, seminars and other small group learning activities on campus for the second half-year, while keeping an online version available for those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face and online activities for your unit, please go to timetable viewer. To check detailed information on unit assessments visit your unit's iLearn space or consult your unit convenor.

General Information

Unit convenor and teaching staff
Unit Coordinator
John-Paul Monck
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Unit Moderator
Rahat Munir
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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.

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.

Outcomes

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.

Assessment Tasks

Name	Weighting	Hurdle	Due
Case Study	30%	No	End of Week 10
Final Exam	50%	No	Formal Examination Period

Name	Weighting	Hurdle	Due
In-class assessment	20%	No	7/11/20

Case Study

Assessment Type [1]: Case study/analysis
Indicative Time on Task [2]: 30 hours
Due: **End of Week 10**
Weighting: **30%**

Students will analyse a company and its measurement and management system/s. The written submission will be of up to 2,000 words.

On successful completion you will be able to:
- Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics
- Integrate 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 Exam

Assessment Type [1]: Examination
Indicative Time on Task [2]: 20 hours
Due: **Formal Examination Period**
Weighting: **50%**

A two-hour online examination (open book) will be held during the University Examination period.

On successful completion you will be able to:
- Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics
- Integrate 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.

In-class assessment

Assessment Type [1]: Quiz/Test
Indicative Time on Task [2]: 20 hours
Due: **7/11/20**
Weighting: **20%**

A 60 minute (plus 5 minutes reading time) in class test will occur mid-session.

On successful completion you will be able to:

- Identify and describe processes and tools used to measure and manage business performance.
- Critically assess the strengths and weaknesses of alternative performance analysis frameworks and metrics

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[1] If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the Writing Centre for academic skills support.

[2] Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

Delivery and Resources
TEXTBOOK

No official text is required for this unit. However, the seminal work of Kaplan and Norton on 'The Balanced Scorecard' forms a useful text for consideration.

Kaplan, R. and Norton, D. (1996) The Balanced Scorecard: Translating Strategy into Action, Harvard Business Review Press.

DELIVERY FORMAT

Block class with a blended online component (including recorded lectures and other content, as well as the use of the online forum).

EMAIL USE

It is University policy that the University issued email account will be used for official University communication. All students are required to access their University account frequently. Only contact Macquarie University staff (including tutors), using your official MQ student's account because this is one method used to verify your identity.

Unit Schedule

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-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.)*

Students seeking more policy resources can visit the 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).

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.