



ACCG8146

Advanced Performance Management

Session 2, Weekday attendance, North Ryde 2021

Department of Accounting & Corporate Governance

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Session 2 Learning and Teaching Update

The decision has been made to conduct study online for the remainder of Session 2 for all units WITHOUT mandatory on-campus learning activities. Exams for Session 2 will also be online where possible to do so.

This is due to the extension of the lockdown orders and to provide certainty around arrangements for the remainder of Session 2. We hope to return to campus beyond Session 2 as soon as it is safe and appropriate to do so.

Some classes/teaching activities cannot be moved online and must be taught on campus. You should already know if you are in one of these classes/teaching activities and your unit convenor will provide you with more information via iLearn. If you want to confirm, see the list of [units with mandatory on-campus classes/teaching activities](#).

Visit the [MQ COVID-19 information page](#) for more detail.

General Information

Unit convenor and teaching staff Muhammad Atif muhammad.atif@mq.edu.au Room 353, 4ER
Credit points 10
Prerequisites ACCG926 or ACCG8126
Corequisites
Co-badged status
Unit description This unit requires students to apply relevant knowledge and skills, and to exercise professional judgement in selecting and applying strategic management accounting techniques in different business contexts and to contribute to the planning, control and evaluation of the performance of an organisation, and to its strategic and operational development.

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:** Use strategic planning and control models to plan and monitor organisational performance.
- ULO2:** Apply skills to assess the impact of risk and uncertainty on organisational performance.
- ULO3:** Identify and evaluate the design features of effective performance management information and monitoring systems, and recognise the impact of developments in technology on performance measurement and management systems.
- ULO4:** Apply appropriate strategic performance measurement techniques in evaluating and improving organisational performance.

Assessment Tasks

Name	Weighting	Hurdle	Due
Class Test 1	20%	No	Week 6
Class Test 2	20%	No	Week 10
Final Examination	60%	No	Exam period

Class Test 1

Assessment Type ¹: Quiz/Test

Indicative Time on Task ²: 18 hours

Due: **Week 6**

Weighting: **20%**

During the first part of the session an in-class test will be set based on past ACCA exams questions covering the class materials in the lead up to the test. The test is designed to give feedback to the understanding of key topics and concepts of topics covered and to identify any particular learning challenges or areas of difficulty prior to the final examination.

On successful completion you will be able to:

- Use strategic planning and control models to plan and monitor organisational performance.
- Apply skills to assess the impact of risk and uncertainty on organisational performance.

Class Test 2

Assessment Type ¹: Quiz/Test

Indicative Time on Task ²: 18 hours

Due: **Week 10**

Weighting: **20%**

During the second part of the session another in-class test will be set based on past ACCA exams questions covering class materials in the lead up to the test. The test is designed to give feedback as to your understanding of key topics and concepts of topics covered and to identify any particular learning challenges or areas of difficulty prior to the final examination. The test will focus on larger case study style questions

On successful completion you will be able to:

- Use strategic planning and control models to plan and monitor organisational performance.
- Identify and evaluate the design features of effective performance management information and monitoring systems, and recognise the impact of developments in technology on performance measurement and management systems.
- Apply appropriate strategic performance measurement techniques in evaluating and improving organisational performance.

Final Examination

Assessment Type ¹: Examination

Indicative Time on Task ²: 30 hours

Due: **Exam period**

Weighting: **60%**

A three-hour closed book final examination for this unit will be held during the University Examination period.

On successful completion you will be able to:

- Use strategic planning and control models to plan and monitor organisational performance.
- Apply skills to assess the impact of risk and uncertainty on organisational performance.
- Identify and evaluate the design features of effective performance management information and monitoring systems, and recognise the impact of developments in technology on performance measurement and management systems.
- Apply appropriate strategic performance measurement techniques in evaluating and improving organisational performance.

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 [Learning Skills Unit](#) 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

Classes: Students are required to attend thirteen lectures (3 hours each). The timetable for classes can be found at <https://timetables.mq.edu.au/2021/>. Refer iLearn for updated information on learning activities delivery.

Required Texts and Materials: The unit will follow materials from BPP Learning Media:

- ACCA P5 Advanced Performance Management: Workbook 3rd edition 2021 ISBN 978-1-5097-3755-0
- ACCA P5 Advanced Performance Management: Practice and Revision Kit 15 edition 2021 ISBN 978-1-5097-3756-7
- There will be supplemental readings and materials available on the unit website.
- The ACCA 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 and use of iLearn for accessing learning materials, etc.
- Knowledge of the library research databases - for accessing additional research material.
- Access to a personal computer to be able to access iLearn, participate in lectures, and submit completed assessments material online.

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

Unit Schedule

ACCG8146 Advanced Performance Management

Session 2, 2021

UNIT SCHEDULE

WEEK	DATE	TOPIC
1	30 July	Introduction to Advanced Performance Management: Strategic Management Accounting <ol style="list-style-type: none">1. Strategic performance management2. Benchmarking3. Strategic models and performance management4. Impact of the external environment on performance5. Changing role of the management accountant

2	6 August	<p>Performance hierarchy</p> <ol style="list-style-type: none"> 1. Mission and mission statements 2. Objectives 3. Critical success factors (CSF's) 4. Key performance indicators (KPI's) <p>Performance management and control</p> <ol style="list-style-type: none"> 1. The purpose of budgets 2. Approaches to budgeting 3. Evaluating budget variances
3	13 August	<p>Organisational change, environmental and ethical issues:</p> <ol style="list-style-type: none"> 1. Performance management issues in different business structures 2. Performance management in service businesses 3. Business integration 4. Business Process Re-engineering 5. Influence of structure, culture, and strategy 6. Stakeholders 7. Environmental management accounting
4	20 August	<p>Impact of risk and uncertainty:</p> <ol style="list-style-type: none"> 1. Breakeven Analysis 2. Value of perfect information <p>Performance measurement systems and reports:</p> <ol style="list-style-type: none"> 1. Performance management information systems 2. Sources of management information 3. Recording and processing data 4. Big data and data analytics 5. Management reports
5	27 August	<p>Strategic performance measures in the private sector:</p> <ol style="list-style-type: none"> 1. Profitability Measures 2. Project appraisal techniques including NPV, IRR and MIRR 3. Liquidity Measures 4. Risk Measures <p>Start Divisional Performance and transfer pricing issues:</p> <ol style="list-style-type: none"> 1. Responsibility centres 2. ROI and RI 3. Economic Value-Added EVA
6	3 September	<p>Class test 1 – Exam questions covering syllabus to date. (1 hr 30 Mins) Plus 10 Mins Reading Time.</p> <p>Finish Divisional Performance and transfer pricing issues:</p> <ol style="list-style-type: none"> 4. Transfer Pricing

7	10 September	<p>Strategic performance measures in not for profit organisations:</p> <ol style="list-style-type: none"> 1. Value for money 2. Issues related to measuring economy, efficiency, and effectiveness <p>Undesirable outcome arising from the use of targets</p> <p>Non-financial performance Indicators:</p> <ol style="list-style-type: none"> 1. Financial and non-financial indicators 2. The significance of non-financial performance indicators 3. Interpreting data about qualitative issues' 4. Brands and performance
<p>****MID-SESSION BREAK: 13-24 September****</p>		
8	1 October	<p>The role of quality in performance management systems</p> <ol style="list-style-type: none"> 1. Just in time systems (JIT) 2. Target costing and Kaizen costing 3. Total quality management (TQM) 4. Quality management and costs of quality 5. Six Sigma
9	8 October	<p>Performance Measurement and Strategic HRM issues:</p> <ol style="list-style-type: none"> 1. Strategic human resource management 2. Reward systems. <p>Alternative views of performance measurement and management:</p> <ol style="list-style-type: none"> 1. Balanced Scorecard and issues 2. Value based management and issues
10	15 October	<p>Class test 2 – Exam questions covering syllabus to date. (1 hr 30 Mins) Plus 10 Mins Reading Time.</p> <p>Strategic performance issues in complex business structures:</p> <ol style="list-style-type: none"> 1. Complex business structures 2. Strategic alliances 3. Joint ventures 4. Virtual organisations 5. Supply chain management
11	22 October	<p>Predicting and preventing corporate failure:</p> <ol style="list-style-type: none"> 1. Working capital ratios 2. Industry life cycle and its implication for portfolio management 3. Performance improvement strategies.
12	29 October	Revision and Exam Practice
13	5 November	Revision and Exam Practice

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au). 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](#)

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

To find other policies relating to Teaching and Learning, visit [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au) and use the [search tool](#).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/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 Enquiry Service

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

Equity 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.

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.