



ACCG946

Advanced Performance Management

S2 Evening 2019

Dept of Accounting & Corporate Governance

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General Information

Unit convenor and teaching staff

Moderator

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Credit points

4

Prerequisites

ACCG926

Corequisites

Co-badged status

Unit description

This unit requires students to analyse 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
Class Tests	40%	No	4/9/19 & 16/10/19
Final Exam	60%	No	Formal Exam Period

Class Tests

Due: **4/9/19 & 16/10/19**

Weighting: **40%**

Class Tests 1 & 2 to be completed in weeks 6 and 10, Based on Exam Standard Questions on the material covered to date.

Extension: No extension will be granted, except in circumstances where an application for special consideration is made and approved.

Penalties: A mark of zero will be awarded for non-completion.

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

Extension: No extension will be granted, except in circumstances where an application for special consideration is made and approved.

Penalties: A mark of zero will be awarded for non-attendance.

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 thirteen 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:

We will be using the following materials from BPP Learning Media:

ACCA P5 Advanced Performance Management: Workbook ISBN 978-1-5097-2366-9

ACCA P5 Advanced Performance Management: Practice and Revision Kit ISBN 978-1-5097-2456-7

ACCA P5 Advanced Performance Management: Pascards ISBN 978-1-5097-1662-3

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

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<p>1 (31st July 2019)</p>	<p>Introduction to Advanced Performance Management:</p> <p>Strategic Management Accounting</p> <ol style="list-style-type: none"> 1. Strategic performance management 2. Benchmarking 3. Strategic models and performance management 4. Impact of the external environment on performance 5. Changing role of the management accountant
<p>2 (7th August 2019)</p>	<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
<p>3 (14th August 2019)</p>	<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
<p>4 (21st August 2019)</p>	<p>Impact of risk and uncertainty:</p> <ol style="list-style-type: none"> 1. Environmental change 2. Uncertainty 3. Risk <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 (28th August 2019)	Strategic performance measures in the private sector: <ol style="list-style-type: none"> 1. Profitability Measures 2. Project appraisal techniques including NPV, IRR and MIRR 3. Liquidity Measures 4. Risk Measures Start Divisional Performance and transfer pricing issues: <ol style="list-style-type: none"> 1. Responsibility centres 2. ROI and RI 3. Economic Value Added EVA
6 (4th September 2019)	1) 1st In class test – 2 x 25 mark exam questions covering syllabus to date. (1 hr 30 Mins) Plus 10 Mins Reading Time. Finish Divisional Performance and transfer pricing issues: <ol style="list-style-type: none"> 1. Transfer Pricing Strategic performance measures in not for profit organisations: <ol style="list-style-type: none"> 1. Objectives of not for profit organisations 2. Measuring performance in not for profit organisations 3. Benchmarking and league tables
7 (11th September 2019)	Non-financial performance Indicators: <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
Recess (18th September 2019)	
Recess (25th September 2019)	
8 (2nd October 2019)	The role of quality in performance management systems <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 (9th October 2019)	Performance Measurement and Strategic HRM issues: <ol style="list-style-type: none"> 1. Strategic human resource management 2. Reward systems. Alternative views of performance measurement and management: <ol style="list-style-type: none"> 1. Balanced Scorecard 2. Performance Pyramid 3. Building block model 4. Activity-based management 5. Value based management
10 (16th October 2019)	1) 2nd In class test – 2 x 25 mark exam questions covering syllabus to date. (1 hr 30 Mins) Plus 10 Mins Reading Time. Strategic performance issues in complex business structures: <ol style="list-style-type: none"> 1. Complex business structures 2. Strategic alliances 3. Joint ventures 4. Virtual organisations 5. Supply chain management
11 (23rd October 2019)	Predicting and preventing corporate failure: <ol style="list-style-type: none"> 1. Assessing the risk of corporate failure 2. Altman's Z Score 3. Argenti's A Score 4. Performance improvement strategies.
12 (30th October 2019)	Revision and Exam Practice
13 (6th November 2019)	Revision and Exam Practice

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](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 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

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.

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

- 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

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

Assessment tasks

- Class Tests
- 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.
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Assessment tasks

- Class Tests
- Final Exam