



# ACCG946

## Advanced Performance Management

S1 Day 2019

*Dept of Accounting & Corporate Governance*

### Contents

<u>General Information</u>	2
<u>Learning Outcomes</u>	2
<u>Assessment Tasks</u>	3
<u>Delivery and Resources</u>	4
<u>Unit Schedule</u>	5
<u>Policies and Procedures</u>	8
<u>Graduate Capabilities</u>	10
<u>Changes since First Published</u>	11

#### **Disclaimer**

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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
<b>Class Tests</b>	40%	No	3/4/19 & 15/5/19
<b>Final Exam</b>	60%	No	Week 12

### Class Tests

Due: **3/4/19 & 15/5/19**

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: **Week 12**

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:**

Kaplan Publishing. ACCA P5 Complete Text Advanced Performance Management (APM).

ISBN 978-1-78415-819-4

Kaplan Publishing. ACCA P5 Exam Kit Advanced Performance Management (APM)

ISBN 978-1-78415-838-5

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</p> <p>(27th February 2019)</p>	<p><b>Introduction to Strategic Management Accounting:</b></p> <ol style="list-style-type: none"> <li>1. Strategic Management Accounting</li> <li>2. Mission and objectives</li> <li>3. Critical Success Factors</li> <li>4. Benchmarking</li> <li>5. SWOT and BCG Matrix</li> <li>6. Porters generic strategies</li> <li>7. Ansoff Matrix</li> </ol> <p><b>Environmental Influences:</b></p> <ol style="list-style-type: none"> <li>1. PEST</li> <li>2. Porters 5 Forces</li> <li>3. Impact of stakeholders and Mendelow's Matrix</li> <li>4. Ethical Issues and Corporate Social Responsibility</li> <li>5. Impact of risk and uncertainty on performance management.</li> </ol>
<p>2</p> <p>(6<sup>th</sup> March 2019)</p>	<p><b>Budgeting</b></p> <ol style="list-style-type: none"> <li>1. Functions of budgeting, including planning and forecasting, coordination and control and effect on motivation.</li> <li>2. Types of budgeting techniques</li> <li>3. Learning Curve</li> <li>4. Beyond Budgeting</li> </ol>
<p>3</p> <p>(13<sup>th</sup> March 2019)</p>	<p><b>Business Structure and Performance Management:</b></p> <ol style="list-style-type: none"> <li>1. Accounting needs of service vs traditional manufacturing industry</li> <li>2. Types of organisational structure</li> <li>3. Porter's value chain</li> <li>4. Joint Ventures, Strategic Alliances and Multinationals.</li> <li>5. Mckinsey 7s Model</li> <li>6. Business Process Re-engineering.</li> </ol> <p><b>The Impact of IT:</b></p> <ol style="list-style-type: none"> <li>1. Types of management information systems and impact on performance management.</li> </ol>
<p>4</p> <p>(20th March 2019)</p>	<p><b>Performance Reports for Management:</b></p> <ol style="list-style-type: none"> <li>1. Qualities of Financial Reports</li> <li>2. Problems with Quantitative Data</li> <li>3. Qualitative Information</li> </ol>
<p>5</p> <p>(27<sup>th</sup> March 2019)</p>	<p><b>Human Resource Management:</b></p> <ol style="list-style-type: none"> <li>1. Purpose of reward systems</li> <li>2. Methods of rewards</li> <li>3. Berry, Broadbent and Otley – Dysfunctional Behaviour</li> <li>4. Hopwood management styles</li> </ol>

<p>6</p> <p>(3rd April 2019)</p>	<p><b>1) 1<sup>st</sup> In class test – 2 x 25 mark exam questions covering syllabus to date. (1 hr 30 Mins) Plus 10 Mins Reading Time.</b></p> <p><b>2) Start Financial performance measures in the private sector:</b></p> <ol style="list-style-type: none"> <li>1. Profitability Measures</li> <li>2. Project appraisal techniques including NPV, IRR and MIRR</li> <li>3. Liquidity Measures</li> <li>4. Risk Measures</li> </ol>
<p>7</p> <p>(10<sup>th</sup> April 2019)</p>	<p><b>Finish Financial performance measures in the private sector:</b></p> <p><b>Start Divisional Performance Appraisal and Transfer Pricing:</b></p> <ol style="list-style-type: none"> <li>1. Return on investment and Residual Income.</li> <li>2. Economic Value Added</li> </ol>
<p>Recess (17th April 2019) - Note Lecture during recess period due to week 12 finish.</p>	<p><b>Divisional Performance Appraisal and Transfer Pricing:</b></p> <ol style="list-style-type: none"> <li>3. Value based management</li> <li>4. Transfer Pricing and Performance Management.</li> </ol>
<p>Recess (24th April 2019)</p>	
<p>8</p> <p>(1st May 2019)</p>	<p><b>Performance Management in Not for Profit Organisations:</b></p> <ol style="list-style-type: none"> <li>1. Differences of not for profit organisations versus the private sector</li> <li>2. 3 E's</li> <li>3. League Tables.</li> </ol> <p><b>Non-Financial Performance Indicators:</b></p> <ol style="list-style-type: none"> <li>1. The Balanced Scorecard</li> <li>2. Fitzgerald and Moon.</li> <li>3. Performance Pyramid.</li> </ol>

11 (8 <sup>th</sup> May 2019)	<p><b>Corporate Failure:</b></p> <ol style="list-style-type: none"> <li>1. Altman's Z Score</li> <li>2. Argenti's A Score</li> <li>3. Preventing corporate failure</li> <li>4. Life cycle issues</li> </ol> <p><b>The role of quality in performance management:</b></p> <ol style="list-style-type: none"> <li>1. ISO 9000</li> <li>2. Quality related costs</li> <li>3. Kaizen costing</li> <li>4. Total Quality Management</li> <li>5. Just in time.</li> <li>6. Target Costing</li> <li>7. Six Sigma</li> </ol>
10 (15th May 2019)	<p><b>1) 2<sup>nd</sup> In class test – 2 x 25 mark exam questions covering syllabus to date. (1 hr 30 Mins) Plus 10 Mins Reading Time.</b></p> <p><b>Environmental Management Accounting:</b></p> <ol style="list-style-type: none"> <li>1. Types of environmental costs</li> <li>2. Environmental management accounting techniques.</li> </ol>
11 (22nd May 2019)	Revision and Exam Practice
12 (29th May 2019)	Final Exam

## 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.*)

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](http://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](http://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](http://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

- 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.
- Identify current developments and emerging issues in management accounting and performance measurement.

## Assessment tasks

- Class Tests
- Final Exam

## Changes since First Published

Date	Description
25/02/2019	In class tests to be set in weeks 6 and 10