



**DIVISION OF ECONOMIC AND FINANCIAL STUDIES
DEPARTMENT OF ACCOUNTING AND FINANCE**

**ACCG201 Organisational Planning and Control
Unit Outline**

Semester and Year: Second Semester, 2007

Unit convenor: Dr. Maria Cadiz Dyball

**Prerequisites: ACCG105(P) or ACCG101(P) or ACCG100(P) and
ACCG101 or ACCG105 and BBA103 and 30cp**

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

ABOUT THIS UNIT

- The general focus of this unit is on how organisations plan and control performance. We explore how organisations establish strategies to create and sustain stakeholder value. Once established, a strategy requires that an organisation's structure is aligned with it, that internal business processes deliver attributes that are valued by customers, and that employees continue to be motivated for its successful implementation. We demonstrate that management accounting plays a very significant role in supporting and directing these requirements for successful implementation of organisational strategies.
- This unit has 3 credit points.
- This unit constitutes part of the core curriculum of studies required by CPA Australia and the Institute of Chartered Accountants in Australia. It is one of three undergraduate units in cost and management accounting.

TEACHING STAFF

	Room Number	Telephone	Email
<i>Lecturer-in-Charge</i>			
▪ Dr. Maria Cadiz Dyball	E4A207	9850 9176	mdyball@efs.mq.edu.au
<i>Unit Administrator</i>			
▪ Mr. Rahat Munir	E4A651	9850 4765	rmunir@efs.mq.edu.au
Other Lecturers and Staff			
▪ Mr. Cary Di Lernia	E4A220	9850 6479	cdilerni@efs.mq.edu.au
▪ Mr. Sam Jebeile	E4A213	9850 8572	sjebeile@efs.mq.edu.au
▪ Ms Barbara Nevicky	E4A352	9850 9192	bnevicky@efs.mq.edu.au
▪ Casuals	To be announced		

Students will be notified of staff consultation hours during the first tutorial in week 2. The consultation timetable will also be made available in the unit's website. **Full-time members of staff will be available for two hours per week to conduct consultations on a drop-in basis.** Casual staff members may also be available for consultation. You are encouraged to seek help at a time that is convenient to you from a staff member teaching on this unit during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by e-mail, unless they indicate a personal preference to work remotely. You may, however, phone staff during their consultation hours.

CLASSES

LECTURES

Students are expected to attend a two-hour lecture every week. Lecture slides will be available prior to the lectures, the Friday of the week before the lectures, at the unit's Web site. The url is: <http://online.mq.edu.au/public/ACCG201>

TUTORIALS

Each student should register for a tutorial group. There will be one one-hour tutorial each week from weeks 2 to 13. Students should finalise their tutorial enrolment by end of Week 2. It is also an assessment requirement that students attend at least 9 of the 12 tutorials in this unit. Where a student is absent he/she must complete an 'Advice of Absence or Other Circumstances' form and follow the steps set out in the form. A copy of the form should also be shown to your tutor.

The timetable for classes for ACCG201 can be found on the University web site at: <http://www.timetables.mq.edu.au/> . Tutorial changes can **ONLY** be made through e-student. Students wishing to change tutorial times should log onto e-student and enrol in a class where there is a vacancy. All questions of an administrative nature in respect of tutorial allocation and unit materials should be addressed to the Unit Administrator.

REQUIRED TEXTS AND/OR MATERIALS

- Samson, D., & Daft, R.L., **Management** (2nd Pacific Rim Edition), Thomson, 2005.
- Langfield-Smith, K., Thorne, H. & Hilton, R. W. **Management Accounting: Information for Managing and Creating Value** (4th Edition) McGraw-Hill, 2006.

The required texts can be purchased from the Macquarie University Co-op Bookshop.

OBJECTIVES AND LEARNING OUTCOMES

The major objectives of this unit are:

1. To introduce theories of organisational strategy;
2. To facilitate an understanding of the interdependencies between organisational design and strategy;
3. To discuss various theories of motivation;
4. To demonstrate how management accounting technologies constructively drive and support the attainment of an organisation's strategy; and,
5. To explain how management (and financial) accounting technologies enable or constrain the ability of an organisation to account for its environmental and social impacts.

The learning outcomes of this unit are content and skills-based as shown below.

As a result of satisfactorily completing this unit, you will be able to:

Content-based

1. Formulate strategies;
2. Effectively design organisational structures to facilitate the attainment of organisational strategies;
3. Identify useful theories of motivation to explain employee work behaviour;
4. Apply appropriate management accounting technologies to support organisational strategies; and,

5. Extend the application of management (and financial) accounting technologies to account for an organisation's environmental and social impacts.

Skills-based

1. A capacity to learn independently and to assume responsibility for the learning process;
2. A capacity to present, discuss and defend views;
3. A capacity to tolerate ambiguity in problem-solving, and
4. A capacity to appreciate and leverage diversity in the learning environment.

TEACHING AND LEARNING STRATEGY

The lectures are generally intended to introduce students to conceptual frameworks and management accounting practices that are critical to the core themes of the course. There will also be workshops, where students will actively engage with the material, either through short cases and/or calculations.

The tutorials constitute a critical learning experience of this unit. A highly participatory teaching strategy will be adopted for each tutorial. To support this approach, class participation will be assessed as 6% of the total mark for the unit as a whole. Tutorial questions are made available to students in advance. It is essential that, prior to a tutorial, you read the relevant unit materials and prepare written responses to all of the tutorial questions assigned.

Another important learning strategy in this unit is written presentation skills and acquisition of analytical/numeracy skills. To encourage this, students will be required to complete weekly tutorial assignments for collection and grading. These written assignments and presentations comprise 9% of the unit's assessment.

The quizzes and final examination will provide students with further opportunity to display their understanding of the conceptual frameworks and development of analytical and technical skills relating to the management accounting practices critical to the core themes of the course.

ASSESSMENT

The total marks for **ACCG201** will be calculated as follows.

Assessment	
Tutorial participation (oral)	6%
Tutorial preparation (written)	9%
On-line Quizzes	20%
Final Examination	65%
TOTAL	100%

Tutorial participation - 6%

Participation is an essential feature of a successful tutorial program. This assessment is based on you attending the (full) tutorial and demonstrating satisfactory preparation of the assigned tutorial work by participating actively and constructively in the tutorial. Students will be randomly selected in the tutorials to answer pre-set tutorial questions.

Students are encouraged to actively participate beyond these minimal requirements. The quality and frequency of voluntary participation in class discussions and in *ad hoc* presentations will be taken into account in awarding the final class participation mark.

It is also a class participation requirement that students attend at least 9 of the 12 tutorials in this unit. Students who do not meet this requirement will automatically be awarded a mark of 0 for class participation, regardless of quality and quantity of written and oral answers and voluntary participation.

Tutorial preparation - 9%

Preparation is a requirement of active class participation. Staff will award a mark toward tutorial preparation based on the quality of written answers to pre-set tutorial questions.

The tutor will randomly collect three (3) written answers to pre-set tutorial questions during the semester. If a student is absent on the occasion that a tutor asks for either a written answer or an oral answer in the tutorial, the student should present valid, written documentation to justify absence upon return to the tutorial. The student will then be given another (random) opportunity by the tutor. Otherwise, he/she will be awarded a mark of 0 for the missed opportunity.

It is also a tutorial preparation requirement that students attend at least 9 of the 12 tutorials in this unit. Students who do not meet this requirement will automatically be awarded a mark of 0 for tutorial preparation, regardless of quality and quantity of written and oral answers and voluntary participation.

On-Line Quizzes – 20%

As a way of consolidating the desired learning outcomes for some of the topics covered in lectures two on-line quizzes will be held. The first quiz covering lecture topics from Week 1 - Week 5, is on September 8, 2007, Saturday. The second quiz covering lecture topics Week 6- Week 9, is on October 20, 2007, Saturday. The quizzes will be made available between the hours of 8am and 8pm. The quizzes will be multiple choice, more details will be released via WebCT in due course.

Final Examination – 65%

There will be one paper, of 3 hours duration, to be sat during the end of semester examination period. The paper will contain both calculative and discursive questions, based on key themes of the unit. More details will be announced in due course in the final lecture in Week 13.

To pass the course a student's overall performance must be satisfactory, and additionally he/she must **pass** the final examination.

The University Examination period in the Second Half Year 2007 is from November 14 to November 30, 2007.

You are expected to present yourself for examination at the time and place designated in the University Examination Timetable. The timetable will be available in Draft form approximately eight weeks before the commencement of the examinations and in Final form approximately four weeks before the commencement of the examinations.

<http://www.timetables.mq.edu.au/exam>

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at <http://www.reg.mq.edu.au/Forms/APSCon.pdf>

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, that is, the final day of the official examination period.

PLAGIARISM

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Undergraduate Studies* or on the web at: <http://www.student.mq.edu.au/plagiarism/>

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

UNIVERSITY POLICY ON GRADING

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG). On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit. The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

For an explanation of the policy see

<http://www.mq.edu.au/senate/MQUonly/Issues/Guidelines2003.doc> or
<http://www.mq.edu.au/senate/MQUonly/Issues/detailedguidelines.doc>.

GRADING APPEALS

If, at the conclusion of the course, you have performed below expectations, and are considering a grade appeal, the following website provides information about the appeal process and what constitutes valid grounds for appeal. Please read it carefully before appealing your grade. Refer to http://www.efs.mq.edu.au/services/how_grade.htm

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.

LECTURE TIMETABLE

WEEK	STARTING	TOPIC	Readings/Lecturer
1	30 th July	Introduction – The changing paradigm of management	Samson and Daft (S&D) Chapter 1 - Maria Dyball (MD)
2	6 th August	The environment and corporate culture	S&D, Chapter 3 – MD
3	13 th August	Planning and Strategy	S&D, Chapter 8 – Barbara Nevicky (BN)
4	20 th August	Understanding organisational structures	S&D, Chapter 10 - BN
5	27 th August	Designing strategic organisational structures	S&D, Chapter 11 – BN
6	3 rd September	Financial performance reports and transfer pricing On-line Quiz 1- Saturday 8th September	Langfield-Smith et al. (L-S), Chapter 12 –Cary Di Lernia (CD)
7	10 th September	Financial performance measures	L-S, Chapter 13, pp.613-626 – Sam Jebeile (SJ)
	17 th September to 1st October	Mid-Semester Break (two weeks)	
8	2 nd October	Contemporary approaches to measuring/managing performance	L-S, Chapter 14 – CD
9	8 th October	Controlling for learning and growth – Motivation in organisations	S&D, Chapter 16; L-S, Chapter 13, pp.627-633 – BN
10	15 th October	Controlling for internal business processes On-line Quiz 2- Saturday 20th October	L-S, Chapter 16, pp. 746-761; 768-775 – MD

11	22 nd October	Controlling for customers	L-S, Chapters 15 & 16, pp. 695-718; 761-768. – SJ
12	29 th October	Environmental and social management	L-S, Chapter 17, pp. 805-829 - MD
13	5 th November	Subject Review	MD

TUTORIAL TIMETABLE, TUTORIAL AND REVIEW QUESTIONS

The tutorial questions are the questions that students should answer before tutorials. The answers to these questions will be collected randomly for purposes of assessing class written preparation.

The review questions are for students to answer as review of the week's topic. These questions will help students prepare for the quizzes and final examinations.

Answers to calculative tutorial and review questions from the L-S text will be provided on WebCT.

Week 2, starting 6th August

Introduction – The changing paradigm of management

Reference: Samson and Daft (S&D), Chapter 1

Tutorial questions

1. Discussion questions 3, 5, 6, 9
2. Case Study – Electra-Quik (S&D pp.39-40) – questions 1, 2, & 3

Week 3, starting 13th August

The environment and corporate culture

Reference: Samson and Daft (S&D), Chapter 3

Tutorial questions

1. Discussion questions 3, 7, 9, 10
2. Case Study – Society of equals (S&D p.115) – questions 1, 2, 3, & 4

Week 4, starting 20th August
Planning and Strategy

Reference: Samson and Daft (S&D), Chapter 8

Tutorial questions

1. Discussion questions 5, 6, 7, 9
2. Case Study – Starbucks Coffee (S&D p.291) – questions 1, 2, & 3

Week 5, starting 3rd September
Understanding organisational structures

Reference: Samson and Daft (S&D), Chapter 10

Tutorial questions

1. Discussion questions 3, 5, 6, 7
2. Case Study – Tucker Company (S&D p.367) – questions 1, 2, & 3

On-line Quiz 1, SATURDAY 8th September covering tutorial topics in Weeks 2-5

Week 6, starting 10th September
Designing strategic organisational structures

Reference: Samson and Daft (S&D), Chapter 11

Tutorial questions

1. Discussion questions 2, 3, 4, 8
2. Case Study – Malard Manufacturing Company (S&D p.399) – questions 1, 2, & 3

MID-SEMESTER BREAK FOR TWO WEEKS - September 17 – October 1, 2007

Week 7, starting 2nd October
Financial performance reports and transfer pricing

Reference: Langfield-Smith et al., (L-S et al.), Chapter 12

Tutorial questions:

Exercises: 12.32, 12.38, 12.39

Problem 12.43, 12.46

Review Questions (Extra Revision – Not Part of tutorials):

12.1, 12.2, 12.3, 12.10, 12.11, 12.19, 12.36, 12.45

Week 8, starting 8th October
Financial performance measures

Reference: L-S et al., Chapter 13, pp. 613-626.

Tutorial question:

Problems: 13.41, 13.44, 13.46

Review Questions (Extra Revision – Not Part of tutorials):

13.1; 13.6; 13.10; 13.15, 13.16, 13.18, 13.31, 13.33, 13.35

Week 9, starting 15th October
Contemporary approaches to measuring/managing performance

Reference: L-S et al., Chapter 14

Tutorial questions:

Problems: 14.32, 14.35, 14.38

Review Questions (Extra Revision – Not Part of tutorials):

14.2; 14.4; 14.5; 14.7; 14.10; 14.11

On-line Quiz 2- Saturday 20th October covering tutorial topics in Weeks 6-9

Week 10, starting 22nd October

Controlling for learning and growth – Motivation in organisations

Reference: Samson and Daft (S&D), Chapter 16, L-S et al., Chapter 13, pp.627-633

Tutorial questions

1. S&D Discussion questions 1,2, 7, 11; L-S et al., Exercise 13.37
2. Case Study – Bloomingdale's (S&D p.603) – questions 1, 2, & 3

Week 11, starting 29th October

Controlling for internal business processes

Reference: Langfield-Smith et al., (L-S et al.) Chapter 16 pp. 746-761; 768-775

Tutorial questions:

Exercises: 16.32, 16.33, 16.38

Problems: 16.43, 16.45, 16.54

Review Questions (Extra Revision – Not Part of tutorials):

16.2, 16.3, 16.8, 16.12, 16.26, 16.29, 16.39

Week 12, starting 5th November

Controlling for customers

Reference: L-S et al., Chapters 15 &16, pp. 695-718; 761-768

Tutorial questions:

Exercises: 15.28, 15.34, 15.35, 16.36

Problems: 15.46, 16.52

Review Questions (Extra Revision – Not Part of tutorials):

15.1, 15.7, 15.16, 15.17, 15.29, 15.33, 16.20, 16.35

Week 13, starting 12th November

Environmental and social management

Reference: L-S et al., Chapter 17, pp.805-829

Tutorial questions:

Questions: 17.2, 17.9, 17.11, 17.14

Exercises: 17.24, 17.27, 17.33