

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

ACCG 201
Organisational Planning
and Control

Semester 2, 2010

Department of Accounting and Finance

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT OUTLINE**

Year and Semester: Second Semester, 2010

Unit coordinator: Eva Heidhues

Prerequisites: ACCG200

Credit points: 3

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

Unit description

- The unit focuses on strategies, organisational structures, performance measurement systems, motivation and sustainability from a management accounting perspective. 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

By the end of this unit students should be able to propose coherent strategies, design suitable organisational structures and employ various approaches to measuring and managing performance. In addition, students should be able to apply appropriate management accounting technologies to effectively and efficiently manage suppliers, customers, costs and quality to support organisational strategies. These outcomes contribute to the development of critical, analytical and integrative thinking and the ability to be aware of environmental and social impacts of organisational decision making.

- This unit is worth 3 credit points, which means that the workload is about 9 hours per week. This workload includes a 2-hour lecture and 1-hour tutorial, and is applied across the 15 weeks during the semester, that is, the 13 teaching weeks plus the 2 mid-semester recess weeks.

Unit rationale

- 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	Telephone	Email
Unit Coordinator			Teaching staff only receives emails sent to the subject email account: accg201@mq.edu.au
Ms Eva Heidhues	E4A 232	9850 9282	
Deputy Coordinator			
Ms Ann Sardesai	E4A221	9850 8517	
Sessional Staff	Details on unit website		

CONSULTATION TIMES

Students will be notified of staff consultation hours during the first tutorial in week 2. The consultation timetable will also be made available on 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. Sessional 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 email. You may, however, phone staff during their consultation hours.

In order to gain access to staff located at levels 1, 2 and 3 of building E4A during their consultation hours please ring the staff member from the phones available in the lobby (phone numbers of relevant staff members will be provided on Blackboard and are available next to the phones).

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

CLASSES

The total contact hours for this unit are 3 hours face-to-face teaching per week consisting of 1 x 2 hour lecture and 1 x 1 hour tutorial. These contact hours consist of Lectures and Tutorials. Unit materials are learned by attending lectures and tutorials and through independent learning. The lectures provide a general overview of the topics highlighting a number of concepts and techniques and tutorials complement lectures by providing opportunities to further explore all relevant concepts and techniques.

There are two lecture streams scheduled for ACCG201.

Time	Lecturer	Room
Monday 10am – 12	Eva Heidhues	W5B 302 (Mac Theatre)
Monday 7 – 9pm	Ann Sardesai	X5B 100

To avoid overcrowding issues, you are required to attend your allocated lecture. Please do not attend a class if you are not enrolled.

LECTURES

Students should attend one two-hour lecture every week. Lecture slides will be available prior to the lectures, the Friday of the week before the lecture, at the unit's Web site. The lecture will also be available via ilecture after the lecture on Monday morning. The URL is: <http://learn.mq.edu.au>

TUTORIALS

Each student must register for a tutorial and must attend the tutorial that he/she has registered for. There will be a one-hour tutorial each week from weeks 2 to 13. Students must finalise their tutorial enrolment by end of Week 2.

The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>

Tutorial changes can **ONLY** be made through eStudent. Students wishing to change tutorial times should log onto eStudent and enrol in a class where there is a vacancy. All questions of an administrative nature in respect of tutorial allocation should be addressed to the Unit Coordinator or Deputy Unit Coordinator. Other staff members will not deal with tutorial changes.

PRIZES

- Prizes for this unit:
 - Macquarie University Accounting and Finance Prize
 - Department of Accounting and Finance Prize

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

- Davidson et al., ***Management: Core Concepts and Applications*** (2nd Edition), John Wiley & Sons, 2009.
- Summers, J. and Smith, B., ***Communication Skills Handbook for Accounting*** (3rd Edition) John Wiley & Sons, Australia, 2010. (Please note that this book is shrink-wrapped with the Davidson et al. text and therefore should not be purchased separately.)
- Langfield-Smith, K., Thorne, H. & Hilton, R. W., ***Management Accounting: Information for Managing and Creating Value*** (5th Edition) McGraw-Hill, 2008.
- In lecture week 3 and lecture week 7, students are also required to read a journal article. Details are provided in the lecture and tutorial schedule on page 14. The articles will be available on e-reserve.

The required texts can be purchased from the Macquarie University Co-op Bookshop. Copies are also available in the Reserve Section of Macquarie University Library.

TECHNOLOGY USED AND REQUIRED

- Students need to have knowledge about downloading materials from blackboard (<http://learn.mq.edu.au>).
- Students need to have knowledge about accessing e-reserve to download articles.
- Students are required to conduct their own research for the term project. As such, students need to be familiar with library databases.
- Students are required to use Microsoft Word and Microsoft PowerPoint.

UNIT WEB PAGE

- **It is essential to visit the unit web page regularly** as it contains important information about the unit. Unit outline, announcements, supplementary reading materials, lecture and tutorial materials are available to download via the web page.
- The unit web page can be found at: <http://learn.mq.edu.au>
To access the web page you need to enter your username and password. If you need any assistance you should contact the IT helpdesk located at C5C 244.

LEARNING OUTCOMES

The learning outcomes of this unit are:

1. To explain theories of organisational strategy;
2. To show 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;
5. To demonstrate how performance measurement systems are used to evaluate performance of a range of business units/responsibility centres and managers; and,
6. To explain how management (and financial) accounting technologies enable or constrain the ability of an organisation to account for its environmental and social impacts

GRADUATE CAPABILITIES

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world. This unit contributes to this by developing the following graduate capabilities:

1 Discipline Specific Knowledge and Skills

- a) Identify, recognise and define the key terms (basic concepts) used in organisational planning and control;
- b) Describe the internal and external environmental challenges of organisations;
- c) Describe the strategic management process and formulate organisational strategies;
- d) Effectively design organisational structures to facilitate the attainment of organisational strategies;
- e) Prepare and evaluate financial performance reports for responsibility centres and determine appropriate transfer prices;
- f) Recognise and employ traditional and contemporary approaches to measuring and managing performance essential to organisational planning and control processes;
- g) Identify and understand theories and dynamics of motivation to explain employee work behaviour;
- h) Apply appropriate management accounting technologies to effectively and efficiently manage suppliers, customers, costs and quality to support organisational strategies; and,
- i) Extend the application of management (and financial) accounting technologies to account for an organisation's environmental and social impact.

2 Critical, Analytical and Integrative Thinking

3 Problem Solving and Research Capability

4 Effective Communication

5 Engaged and Ethical Local and Global citizens

6 Socially and Environmentally Active and Responsible

7 Capable of Professional and Personal Judgement and Initiative

8 Commitment to Continuous Learning

TEACHING AND LEARNING STRATEGY

The teaching strategy in ACCG201 recognises that students learn independently and assume responsibility for the learning process. The teaching philosophy is articulated as follows:

- **Lectures – large group learning (2 hour each teaching week)**

Lectures are intended to provide an overview of conceptual frameworks and management accounting practices that are critical to the core themes of the unit. Students are expected to read the readings corresponding to the weekly topics prior to attending lectures. Students should also access the corresponding lecture slides and bring them to the lectures. The topics to be covered can be found on pages 14 and 15.

- **Independent learning – learning by doing (about 6 hours each teaching week and 9 hours each week during the 2-week mid-semester recess)**

ACCG201 relies heavily on independent learning where students read the relevant chapter, revise the lecture notes, prepare answers to the pre-set tutorial questions, and extend themselves by doing additional reading, questions, exercises and problems.

- **Tutorials –small group learning (1 hour each teaching week beginning in Week 2)**

Tutorials constitute a critical learning experience of this unit and students must attend them. The tutor will facilitate a highly student-centred discussion of answers to pre-set tutorial questions. Tutorial questions are made available to students in advance; please refer to pages 14 and 15 of this unit outline. In addition there will be in-class individual and/or group exercises. A tutorial is also an active forum to present to the tutor difficulties that you encountered when preparing for the pre-set tutorial questions. Ask your tutor questions and further guidance on how to approach questions.

- **After the tutorials – the learning continues**

At the end of each week, solutions to quantitative questions will be posted on the unit website. Review your tutorial notes, compare your answers to the model solutions, consult with staff during consultation hours, and attend Peer-Assisted Learning (PAL) sessions

RESEARCH AND PRACTICE

- This unit uses research from external sources:

Lecture Week 3:

Akan et al. (2006), "Critical Tactics for Implementing Porter's Generic Strategies", *Journal of Business Strategy*, Vol. 27, No.1, pp. 43-53 (available on E-Reserve)

Lecture Week 7:

Kaplan, R. & Norton, D. (1992), "The Balanced Scorecard – Measures that drive performance", *Harvard Business Review*, Vol. 70, No.1, pp. 71-79 (available on E-Reserve)

- This unit gives you opportunities to conduct your own research. Specifically, the term project requires you to engage in research with regards to the 'real' organisation that you have chosen. Furthermore, you are required to conduct further research on theoretical concepts that you are supposed to apply in the term project. Further information on the term project will be provided in the first lecture and will be made available on blackboard.

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

	Assessment Task 1	Assessment Task 2	Assessment Task 3	Assessment Task 4
Title/Name	Tutorial assignments	In-class quizzes	Term project & presentation	Final exam
Description	<p>Random collection of four (4) individual weekly homework assignments</p> <p>Pre-set tutorial questions are outlined on pages 14/15 of this unit outline</p>	<p>Two (2) quizzes held during tutorials</p> <p>Time: Quiz 1: ten (10) minutes Quiz 2: twenty (20) minutes</p> <p>Quiz 1 is a low risk diagnostic task (see page 10)</p> <p>Quizzes are multiple choice and/or discursive and/or calculative</p> <p>Further information provided on page 16</p>	<p>Group project Students will be assigned to groups of 4 students</p> <p>Written report: 2000 words</p> <p>Presentation: 7 minutes</p> <p>Detailed information on term project will be provided in the first lecture and will be available on Blackboard</p>	<p>Three (3) hour final exam. Additional ten (10) minutes reading time.</p> <p>All materials covered in lectures, tutorials, prescribed textbook chapters and supplementary materials are examinable.</p> <p>Additional information will be provided in the final lecture.</p>
Due date	At the beginning of tutorial	<p>Administered at beginning of tutorial: Week 3, week starting August 16 Week 10, week starting October 19</p>	<p>Written term project: Submission to tutor in Week 9, week starting October 11 Presentations to be held in week 9</p>	Examination period
% Weighting	<p>Total:10%</p> <p>Each of the four (4) collected assignments: 2.5%</p>	<p>Total: 15%</p> <p>Quiz 1 (week 3): 5% Quiz 2 (week 10): 10%</p>	<p>Total: 20%</p> <p>Written assignment: 15% Presentation: 5%</p>	55%

	Assessment Task 1	Assessment Task 2	Assessment Task 3	Assessment Task 4
Grading method	<p>Marking criteria: Satisfactory completion (see page 17 for detailed criteria)</p> <p>Each assignment will earn for the student a mark of 2.5%</p>	<p>Marking criteria: Quality and correctness of answers provided</p> <p>Format and difficulty of quizzes similar to final exam questions</p>	<p>See page 18 for detailed marking criteria for written report</p> <p>See page 19 for detailed marking criteria for presentation</p>	Please refer to page 11 of this unit outline.
Submission method	Random collection of 4 homework in the tutorial	In-class (tutorial) quizzes in week 3 and week 10	Submission and presentation in tutorial	Final exam
Feedback	<p>Assignments are returned a week after collection</p> <p>Feedback: Individual mark out of 2.5</p> <p>Tutors will address common mistakes in tutorial</p>	<p>Quizzes will be returned two (2) weeks from the date the quiz was taken.</p> <p>Individual quiz mark</p> <p>Quiz 1 is a low risk diagnostic task (see page 10)</p> <p>Tutors will address common mistakes and provide advice on improving students' performance in tutorial.</p>	<p>Written term projects and feedback on presentation will be provided in week 12.</p> <p>Feedback for written report provided on marking sheet (see page 18)</p> <p>Feedback for group presentation provided on marking sheet (see page 19)</p>	<p>Final exam mark</p> <p>Please refer to the guidelines related to Grading Appeals and Exam Script Viewing on the web page of the Faculty of Business and Economics</p>
Estimated student workload (hours)	Approx. 2 hours per week (in addition to 2 hours reading of unit materials per week)	<p>Quiz 1: approx. 5 hours</p> <p>Quiz 2: approx. 10 hours</p>	<p>Written term project: approx 15 hours (per student)</p> <p>Presentation: approx. 3 hours (per student)</p>	Approx. 35 hours (continuous learning throughout the semester and additional study in the weeks before the exam)

	Assessment Task 1	Assessment Task 2	Assessment Task 3	Assessment Task 4
Learning outcomes assessed	Tutorial assignments	In-class quizzes	Term project & presentation	Final Exam
1			X	X
2		X	X	X
3	X	X		X
4	X	X	X	X
5	X			X
6				X
Graduate capabilities assessed				
1a	X	X	X	X
1b	X	X	X	X
1c	X	X	X	X
1d	X	X		X
1e	X	X		X
1f	X	X		X
1g	X			X
1h	X			X
1i	X			X
2		X		X
3		X	X	X
4	X	X	X	X
5			X	
6	X			
7	X		X	
8	X	x		

- **Absences in lectures and tutorials**

- 1) Students who are absent from University for at least three (3) consecutive days duration within a study period and as a consequence, cannot complete unit requirements, namely, tutorial-related work, in-tutorial quizzes work, presentations and the formal examination must apply for Special Consideration . A copy of the form should also be shown to your tutor, if appropriate, upon return to the tutorial for noting in the attendance records.

The full policy is located at:

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

The form is available at:

<http://www.reg.mq.edu.au/Forms/APScons.pdf>

- 2) Students who are absent in lectures and tutorials for two (2) consecutive days or less duration within a study period and as a consequence cannot attend lectures and tutorials and complete tutorial-related work, in-tutorial quizzes and lecture-related work must apply for Consideration. Students must lodge an 'Advice of Absence' form (available at the unit website) and attach supporting documentation (e.g. medical certificate) and lodge it at BESS on Level 1 of E4B. Students must complete this form upon return to the tutorial. A copy of the form should also be shown to your tutor for noting in the attendance records. If the student is absent in the tutorial in Week 13, the student must lodge the form at BESS of E4A or electronically to the Unit Coordinator by Monday of Week 14.
- If you are absent from a lecture and/or tutorial and miss an assessment, you must comply with requirements as stated above. Compliance could result in: 1) an adjustment as to how your tutorial-related work marks are calculated, and/or, 2) an increase in the weighting of your final examination mark
 - **Term projects submitted after the tutorial in lecture week 9 will lose 20% of the mark for each or part day late**, unless students have lodged an application for "Special Consideration" or an "Advice of Absence".
 - **Tutorial assignments (homework) can ONLY be submitted in tutorials. Students have to attend the full tutorial to submit assignments. Late submissions will NOT be accepted.** Please note that the tutor will randomly collect four (4) written answers to pre-set tutorial questions during the semester. Students who are absent cannot submit their tutorial assignment unless an application for "Special Consideration" or an "Advice of Absence" has been lodged and approved.
 - **The quiz in week 3 is a low risk diagnostic task.** Students who achieve a mark of less than 2 (out of 5) are considered 'students at risk'. Students at risk will be required to attend consultation to discuss their current performance. During consultation, staff members will provide individual assistance with the objective to continuously improve students' performance and to assist them in achieving learning outcomes.

- **EXAMINATIONS**

A final examination is included as an assessment task for this unit to provide assurance that:

- i) the product belongs to the student and
- ii) the student has attained the knowledge and skills tested in the exam.

A three (3) hour final examination (plus additional ten (10) minutes reading time) for this unit will be held during the University Examination period.

The University Examination period in Second Half Year 2010 is from 17 November 2010 to 3 December 2010.

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. The University's policy on special consideration process is available at

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

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.

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at:

<http://www.mq.edu.au/policy/docs/examination/policy.htm>

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

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

Please refer to relevant Bachelor Degree rule in the Handbook of Undergraduate Studies.

All final grades in the Department of Accounting and Finance are determined by a grading committee and are not the sole responsibility of the Unit Coordinator.

Macquarie University's 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).

The Standardised Numerical Grade (SNG) is not a summation of the individual assessment components.

To be awarded a specific grade, students are required to perform at an equivalent standard in the final examination and their overall assessment marks in the unit.

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/grade_appeals.

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/procedure.html

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>.

Peer Assisted Learning (PAL) Support

PAL is a FREE program that is offered to all students in this unit for this semester. PAL is a weekly 1 hour class led by a student leader who has previously performed well in this unit. PAL leaders help to facilitate your learning and provide examples, activities, case studies and assist with exam preparation. To sign up for PAL please go to BESS (E4B 106) in Weeks 1 and 2 of the semester.

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

LECTURE AND TUTORIAL SCHEDULE

Week	Date	Topic	Required readings	Preset Tutorial Questions & relevant information
1	2 Aug.	Managing and the manager's job	Davidson et al. Chapter 1	No tutorials held in week 1
2	9 Aug.	The internal environment: culture and diversity & The external environment of management	Davidson et al. Chapter 3 Davidson et al. Chapter 5	Students are required to bring their answers to the following questions to the tutorial in week 2: Davidson et al. Chapter 1: End of chapter question (Q) 1, Q2, Q10 Case study: Port of Tauranga CEO: The model of a modern manager (available on blackboard) – Question 1,2 and 3
3	16 Aug.	Managing strategy and strategic planning	Davidson et al. Chapter 7 Akan et al. (2006), "Critical Tactics for Implementing Porter's Generic Strategies", Journal of Business Strategy, Vol. 27, No.1, pp. 43-53 (available on E-Reserve)	In-tutorial Quiz 1 Davidson et al. Chapter 3: Critical Thinking Q 3.6 (page 76), End of chapter Q5, Q23 Davidson et al. Chapter 5: Critical Thinking Q 5.6 (page 161), End of chapter Q6 Case study: Panera Bread Company (blackboard) – Question 1, 2, 3 and 4
4	23 Aug.	Organising	Davidson et al. Chapter 9	Davidson et al. Chapter 7: End of chapter Q2, Q3 and Q10 Case Study: Ford Australia's entry into the 4WD market (blackboard) – Question 1,2 and 3
5	30 Aug.	Financial performance reports and transfer pricing	Langfield –Smith et al. Chapter 12	Tutor returns Quiz 1 Davidson et al. Chapter 9: Critical Thinking Q 9.7(page 291); End of chapter Q1, Q7, Q16, Case Study: Tucker Company (blackboard) –Question 1,2&3
6	6 Sep.	Financial performance measures for investment centres	Langfield –Smith et al. Chapter 13, pp. 650-666	Langfield-Smith et al. Ch. 12: Question 12.1, 12.13, 12.26; Exercise 12.35, 12.37; Problem 12.42, 12.44
7	13 Sep.	Contemporary measures for measuring and managing performance	Langfield –Smith et al. Chapter 14 Kaplan, R. & Norton, D. (1992), "The Balanced Scorecard – Measures that drive performance", Harvard Business Review, Vol. 70, No.1, pp. 71-79 (available on E-Reserve)	Langfield-Smith et al. Ch. 13: Question 13.5, 13.10; Exercises 13.33, 13.34; Problem: 13.45

20 September to 1 October Mid-Semester Recess				
8	4 Oct.	Monday, October 4 is a public holiday. There are NO lectures this week. Monday tutorials are cancelled; all other tutorials are taking place. Students from Monday tutorials are encouraged to attend other tutorials with extra seating. Details will be provided on website		<p>Students are required to bring their answers to the following questions to the tutorial in week 8:</p> <p>Langfield-Smith et al. Ch. 14: Question 14.2, 14.9, 14.12; Exercise 14.27; Problem 14.34 and 14.39</p>
9	11 Oct.	Managing and motivating individual behaviour	Davidson <i>et al.</i> Chapter 12	<p>Term project presentations Submission of written term projects Required homework (preparation & revision for quiz 2): Davidson et al: Chapter 5: End of chapter Q 10, Chapter 7: End of chapter Q4 Langfield-Smith et al.: Chapter 12: Question 12.21; Chapter 13: Exercise 13.30; Chapter 14: Problem 14.32;</p>
10	18 Oct.	Managing suppliers, inventory and quality	Langfield-Smith <i>et al.</i> Chapter 15 pp. 735-754 Chapter 16 pp. 813-821	<p>In-tutorial Quiz 2 Davidson et al. Chapter 12: End of chapter question Q2, Q7, Q22, Case Study: Pixar: Animated Geniuses (blackboard)</p>
11	25 Oct.	Managing customers and costs	Langfield-Smith <i>et al.</i> Chapter 15 pp. 754-765 Chapter 16 pp. 794-810	<p>Langfield-Smith et al. Chs. 15 & 16: Chapter 15: Question 15.10, 15.16; Exercise 15.33, 15.34, Problem 15.41 / Chapter 16: Exercise 16.41, Problem 16.55</p>
12	1 Nov.	Sustainability and social management accounting	Langfield-Smith <i>et al.</i> , Chapter 17	<p>Tutor returns Quiz 2 Langfield-Smith et al. Chs 15 & 16: Chapter 15: 15.19, 15.27, Exercise 15.39, Problem 15.50 (question 1 and 3 only) Chapter 16: Question 16.6, Exercise 16.31, Problem 16.46</p>
13	8 Nov.	Review		<p>Tutor returns written term project and provides feedback for term project presentation Langfield-Smith et al. Ch. 17: Question 17.24, Exercise 17.29, 17.34 and 17.40; Problem 17.44</p>

QUIZZES – DETAILED INFORMATION

As a way of consolidating the desired learning outcomes for some of the topics covered in the unit, there will be two (2) in-class (tutorial) quizzes during the semester with the first quiz worth 5% and the second quiz worth 10%, for a total of 15%. The discursive question in each quiz will be in a format and difficulty similar to final examination questions. All quizzes will be conducted at the beginning of the tutorial class. Feedback on the quizzes will be provided to students in the tutorial two weeks from the date the quiz was undertaken. For example if you complete the quiz on the 16th of August, you will receive the feedback on the 30st of August.

The schedule and topic coverage of the quizzes are as follows:

Quiz 1	
Date	Tutorials in Lecture Week No. 3, week starting August 16, 2010
Question Design	Multiple Choice and/or Discursive
Possible Topics Covered	Davidson <i>et al.</i> Chapter 1: Managing and the manager's job Davidson <i>et al.</i> Chapter 3: The internal environment: Culture and Diversity Davidson <i>et al.</i> Chapter 5: The external environment of management
Time	10 minutes
% Weighting	5%

Quiz 2	
Date	Tutorials in Lecture Week No. 10, week starting October 18, 2010
Question Design	Multiple Choice, and/or Discursive and/or Calculative
Possible Topics Covered	Davidson <i>et al.</i> Chapter 7: Managing strategy and strategic planning Davidson <i>et al.</i> Chapter 9: Organising Langfield-Smith <i>et al.</i> - Chapter 12 Financial Performance Reports and Transfer Pricing Langfield-Smith <i>et al.</i> - Chapter 13, pp. 650-666 Financial Performance measures
Time	20 minutes
% Weighting	10%

TUTORIAL ASSIGNMENT – MARKING CRITERIA

Students can achieve the following marks out of two and a half (2.5) for each tutorial assignment. Your tutor will write students' marks on the tutorial assignment:

High Distinction (HD) Excellent level of quality	2.5
Distinction (D) Very Good level of quality	2
Credit (Cr) Good level of quality	1.75
Pass (P) Fair level of quality	1.5
Fail (F) Poor level of quality	0.5
Not submitted	0

The mark for each assignment is based on the following criteria:

Number of questions attempted

- Students need to attempt all questions to get a mark higher than Pass (P). If more than one full question is missing, the tutorial assignment mark will be 0.5 (Fail).

Satisfactory completion and provision of supporting arguments

- Answers to questions should address all aspects of the question and students should aim to justify their answers by providing supporting arguments. For example, some tutorial questions may require students to justify or explain their answer in detail. This means that students need to provide arguments for their answer, i.e. students need to write WHY they think that a certain answer is correct.
- Please note that this is a mark for satisfactory completion and not necessarily correctness. As such, students who provide answers that are not entirely correct can still achieve a high distinction given they provide justifications and supporting arguments in their answers.
- Answers need to be written in full sentences (no bullet points unless stated)
- Pre-set tutorial questions include a number of case studies. Students are required to apply their theoretical knowledge to the case. Moreover, students are required to explain and justify their answers by providing examples from the case.

Student used his/her own words and/or made proper citations

- It is important that students are not simply copying sentences from the textbook/other sources but aim to use their own words to answer questions. If students are referring to other sources than the textbooks, proper citations are required.

Answers are clearly written and well presented

- Tutorial assignments can be typed or handwritten. Answers should be coherent and be presented in a professional manner. Illegible answers will not be marked.

ACCG201 ORGANISATIONAL PLANNING AND CONTROL
Written term project (15%): Marking Criteria and Feedback Sheet

STUDENT NAME: _____ SID: _____ Individual Contribution*: _____ %
 STUDENT NAME: _____ SID: _____ Individual Contribution*: _____ %
 STUDENT NAME: _____ SID: _____ Individual Contribution*: _____ %
 STUDENT NAME: _____ SID: _____ Individual Contribution*: _____ %

* Please indicate individual contribution to term project out of 100%. If students did not contribute equally, marks will be adjusted to reflect individual contribution.

TUTORIAL NO: _____ **TUTOR NAME:** _____

I have awarded your report a mark out of fifteen:						
This is because your presentation achieved the listed criteria at a (√):						
- High Distinction (HD) Excellent level of quality (12.75 - 15)						
- Distinction (D) Very Good level of quality (11.25 - 12.74)						
- Credit (Cr) Good level of quality (9.75- 11.24)						
- Pass (P) Fair level of quality (7.5 - 9.74)						
- Fail (F) Poor level of quality (less than 7.5)						
	HD	D	CR	P	F	
Introduction: Clear objectives and structure of report.						No clear objectives and structure of report.
Demonstrated an in-depth understanding of the topic.						Knowledge of the topic not demonstrated.
Effective analysis and interpretation of data about the 'real' organisation.						Superficial analysis and inadequate interpretation of data about 'real' organisation.
Clear and logical development of argument						Argument very difficult to follow.
Inclusion of reliable evidence.						Evidence is inaccurate or extremely questionable
Conclusion: Clear summary of the main points or findings of the research conducted.						No clear summary of the main points or findings of the research conducted.
Used proper citation and Harvard Referencing.						Did not use proper citation and Harvard Referencing.
Effective use of pictures, figures and tables, graphs (if applicable) in the report.						Pictures, figures and tables, graphs added no value to the report.
Presented information, in written form, in an excellent professional, coherent and integrated manner.						Presented information in an unprofessional manner, lacking coherency and integration.

Word constraint respected yes report exceeds word limit

Additional Tutor Comments (if applicable):

ACCG201 ORGANISATIONAL PLANNING AND CONTROL
Term project presentation (5%): Marking Criteria and Feedback Sheet

STUDENT NAME: _____ SID: _____ Individual Contribution*: _____ %
 STUDENT NAME: _____ SID: _____ Individual Contribution*: _____ %
 STUDENT NAME: _____ SID: _____ Individual Contribution*: _____ %
 STUDENT NAME: _____ SID: _____ Individual Contribution*: _____ %

I have awarded your report a mark out of five (5)					
This is because your presentation achieved the listed criteria at a (√):					
- High Distinction (HD) Excellent level of quality (4.25 - 5)					
- Distinction (D) Very Good level of quality (3.75 – 4.24)					
- Credit (Cr) Good level of quality (3.25 – 3.74)					
- Pass (P) Fair level of quality (2.5 – 3.24)					
- Fail (F) Poor level of quality (less than 2.5)					
	HD	D	CR	P	F
Structure of presentation Introduction: Clear objectives and structure of report. Conclusion: Clear summary of the main points or findings of the research conducted.					
Evidence of thorough research and preparation Inclusion of reliable evidence					
Clear and logical development of argument. Argument set out in a concise and persuasive manner					
Effective use of pictures, figures and tables, graphs (if applicable). Adequate for academic setting.					
Voice clearly audible					
Constant eye contact with audience					
Captured and maintained interest of audience					
Overall presentation style including enthusiasm and professionalism					

* Please indicate individual contribution to group presentation out of 100%. If students did not contribute equally, individual marks will be adjusted to reflect individual contribution

Additional Tutor Comments (if applicable):