

6 Module Documentation

6.1 Module 1 Strategic Performance Management

6.1.1 Headline information about the module

Module title	Strategic Performance Management
Module NFQ level (only if an NFQ level can be demonstrated)	9
Module number/reference	PGDAFM-SPM
Parent programme(s) the plural arises if there are embedded programmes to be validated.	MSc in Accounting and Finance Management
Stage of parent programme	1
Semester (semester1/semester2 if applicable)	1
Module credit units (FET/HET/ECTS)	ECTS
Module credit number of units	5
List the teaching and learning modes	Full time, part time
Entry requirements (statement of knowledge, skill and competence)	Learners must hold an honours degree of at least a H22 standard in an accounting/finance related field or equivalent qualification from an approved tertiary or professional institution.
Pre-requisite module titles	Not applicable
Co-requisite module titles	Not applicable
Is this a capstone module? (Yes or No)	No
Specification of the qualifications (academic, pedagogical and professional/occupational) and experience required of staff (staff includes workplace personnel who are responsible for learners such as apprentices, trainees and learners in clinical placements)	Qualified to at least master's level in accounting, finance or business equivalent preferably with a professional accounting / finance qualification and a third level teaching qualification (e.g. Certificate in Training and Education).
Maximum number of learners per centre (or instance of the module)	60
Duration of the module	12 weeks
Average (over the duration of the module) of the contact hours per week	3
Module-specific physical resources and support required per centre (or instance of the module)	Normal lecture room with internet access and good-quality audio-visual equipment.

Analysis of required learning effort										
Effort while in contact with staff										
Classroom and demonstrations		Mentoring and small-group tutoring		Other (specify)		Directed e-learning (hours)	Independent learning (hours)	Other hours (specify)	Work-based learning hours of learning effort	Total effort (hours)
Hours	Minimum ratio teacher/learner	Hours	Minimum ratio teacher/learner	Hours	Minimum ratio teacher/learner					
24	1:60	12	1:20				89			125
Allocation of marks (within the module)										
				Continuous assessment	Supervised project	Proctored practical examination	Proctored written examination	Total		
Percentage contribution				20%			80%	100%		

6.1.2 Module aims and objectives

This module provides learners with an understanding of key issues and methodologies relating to strategic management accounting. The module develops the learners' ability to apply relevant knowledge, skills and exercise professional judgment in selecting and applying strategic management accounting techniques in different business contexts and to contribute to the evaluation of the performance of an organisation and its strategic development. Learners cultivate with an understanding of current developments and emerging issues to ensure they have an appreciation of how they might affect or influence the management of performance within organisations.

6.1.3 Minimum intended module learning outcomes

On successful completion of this module, learners are able to:

- (i) Critically evaluate the management accounting techniques used for cost determination.
- (ii) Apply and evaluate strategic planning and control techniques.
- (iii) Critically appraise organisational performance, applying appropriate strategic performance measurement techniques.

- (iv) Critically evaluate models used in practice, understanding and appreciating their limitations, and use in business situations to influence decisions made by managers.
- (v) Evaluate the control systems of an organisation in the context of its strategy.
- (vi) Distinguish, assess and analyse key external influences on organisational performance, in particular in relation to key stakeholders and ethical issues.
- (vii) Appreciate current developments and emerging issues in performance management.

6.1.4 Rationale for inclusion of the module in the programme and its contribution to the overall MIPLOs

The framework for strategic management accounting is analysed in the context of providing managers in organisations with the information they need to be able to plan for and ultimately control performance. The emphasis is on making well-informed decisions and gaining insights into the blend of financial analysis and managerial judgment required to enable managers to make appropriate decisions. Accordingly, the content of this module provides the essentials a manager should have when faced with making hard-edged financial decisions in the context of a complex and ever-changing business environment.

6.1.5 Information provided to learners about the module

The Programme Handbook contains the module descriptor and assessment details. Extensive use of the VLE, Moodle, provides detailed notes and additional resources. In class, learners are provided with a PowerPoint pack and extensive reading list, incorporating professional and academic sources.

6.1.6 Module content, organisation and structure

Cost and Management Accounting techniques

- Direct and indirect costs.
- Cost behaviour and Cost Volume Profit (CVP) Analysis.
- Traditional and Activity Based Costing.
- Cost-based and market-based pricing
- Marginal and Absorption Costing
- Target costing
- Life cycle costing
- Throughput accounting
- Ethical and environmental issues including environmental accounting

Relevant Costs for Decision-Making including Pricing Decisions

- Measuring relevant costs and revenues for decision making
- Pricing decisions and profitability analysis
- Full cost and special pricing decisions.
- Decision making with scarce resources
- Contribution per limiting factor
- Decision making under conditions of risk and uncertainty
- Short term decision making

Planning, control and evaluation

- Budgeting process
- Appraisal of alternative approaches to budgeting and control
- Operational control and performance measurement
- Standard Costing
- Variance analysis and performance appraisal

Strategic Planning and Control

- Introduction to strategic management accounting
- Changes in business structure and management accounting practice
- Effect of Information technology on modern management accounting

Strategic Performance measurement

- Performance management information systems and management reporting
- Scope of strategic performance measures in private sector
- Strategic performance issues in complex business structures
- Divisional performance and transfer pricing issues
- Non-financial performance indicators
- Scope of strategic performance measures in not-for-profit organisations
- Behavioural aspects of performance measurement

Performance Evaluation and corporate failure

- Alternative views of performance measurement
- Predicting and preventing corporate failure

Current Developments and emerging issues in management accounting and performance management

- Current developments in management accounting techniques.
- Current issues and trends in performance management and performance improvement.

6.1.7 Module teaching and learning (including formative assessment) strategy

A range of delivery methods are adopted, including lectures, tutorials, case studies and in-class exercises using a range of professional and academic sources. These are designed to engage learners in the module content, and associated competencies that the programme team wishes learners to develop over the course of the module. Learners' guided independent reading and research is supported by use of Moodle to help prepare learners for their classes in addition to developing autonomous self-directed learning.

6.1.8 Work-based learning and practice-placement

There is no work-based learning on practice-placement within this module.

6.1.9 E-learning

E-learning supports are provided via the college's online learning environment, Moodle, including extensive library resources.

6.1.10 Module physical resource requirements

Normal lecture room with internet access and good-quality audio-visual equipment.

6.1.11 Reading lists and other information resources

Each learner is provided with a Griffith College *Strategic Performance Management Manual*, updated annually by the lecturer(s).

Primary Reading

Clarke, P. (2016) *Managerial Accounting* 3rd ed. Chartered Accountants Ireland: Dublin.

Cooper R and Kaplan, R.S. (1999) *The Design of Cost Management Systems* 2nd ed. Pearson: London.

Drury, C. (2018) *Management and Cost Accounting* 10th ed. Cengage Learning: Boston.

Seal, G., Rohde, C., Garrison, R., Noreen, E. (2018) *Management Accounting* 6th ed. McGraw-Hill: New York.

Secondary Reading

Hilton, R. and Platt, D. (2017) *Managerial Accounting* 11th ed. McGraw-Hill: New York.

Kaplan, R.S. and Atkinson, A.A. (1998) *Advanced Management Accounting* 3rd ed. Pearson: London

Atrill, P., McLaney, E. (2018) *Management Accounting for Decision Makers* 9th ed. Pearson: London

6.1.12 Specifications for module staffing requirements

Lecturer(s) are qualified to at least master's level in accounting, finance or business equivalent preferably with a professional accounting / finance qualification and a third level teaching qualification (e.g. Certificate in Training and Education).

6.1.13 Module summative assessment strategy

Assessment for the module consists of an individual assignment and an end of term examination. This an appropriate approach for a detailed numerical subject.

The assignment is a detailed case study from a main area of the syllabus. It requires learners to assess a scenario, carry out detailed calculations and provide advice to management in a report format.

Final examination is closed book format for three hours. It concentrates on both the application and evaluation of the syllabus.

The assessed work breakdown can be seen in the table below.

No	Description	MIMLOs	Weighting
1	Individual case study based assignment	i, ii, iii, iv	20%
2	Closed book exam	i, ii, iii, iv, vi, vii	80%

6.1.14 Sample assessment materials

Please see Sample Assessment Handbook