THE UNIVERSITY OF
NEW SOUTH WALES

The Australian School of Business at UNSW

Department of Accounting

# ACCT3583 STAKEHOLDER VALUE MANAGEMENT
# ACCT3593 STAKEHOLDER VALUE MANAGEMENT (HONOURS)

**COURSE OUTLINE**
**SESSION 2, 2007**

## 1. COURSE STAFF

### 1.1 Staff Members and Contact Details

Contact details for lecturer-in-charge and teaching staff:

| Teaching Staff | Room Number | Telephone | e-mail |
|---|---|---|---|
| **Lecturer-in-charge** | | | |
| Dr. Mandy Cheng | Quad 3125 | 9385 6343 | m.cheng@unsw.edu.au |
| **Lecturing Staff** | | | |
| Dr. Mandy Cheng | Quad 3125 | 9385 6343 | m.cheng@unsw.edu.au |
| Dr. Kar Ming Chong | Quad 3101 | 9385 5916 | km.chong@unsw.edu.au |
| Dr. Yee Phua | Quad 3122 | 9385 5812 | y.phua@unsw.edu.au |
| **Honours Program Lecturer-in-charge** | | | |
| Dr. Mandy Cheng | Quad 3125 | 9385 6343 | m.cheng@unsw.edu.au |
| **Other teaching staff** | | | |
| Ms. Serena Alim | Quad 3089 | 9385 6283 | serena.alim@unsw.edu.au |
| Ms. Aileen Tse | Quad 3107 | 9385 5913 | aileen.tse@student.unsw.edu.au |

### 1.2 Communication and Consultation with Staff

Students will be notified of staff consultation hours during the first tutorial in week 2. You are encouraged to seek help at a time that is convenient to you from any staff member teaching this course during their regular consultation hours. Each staff member will be available for up to three hours per week to conduct consultations on a drop-in basis or via phone (please note that students who drop-in will be given priority over people who call). Staff will not conduct extensive consultations by e-mail.

Please note that common etiquette must be observed when conducting any written communication with staff members. **We will not accept any written communication that does not contain your name and student identification number, and/or uses short hand or text/SMS language.** Please be aware that staff members will only address any (small) email queries in their consultation times, after they have dealt with drop-in students and phone queries.

## 2. INFORMATION ABOUT THE COURSE

### 2.1 Teaching Times And Locations

| ACCT3583 Stakeholder Value Management Lecture Location | Lect No. | Day | Time |
|---|---|---|---|
| Science Theatre | Lect A | Wed | 09:00 - 11:00 |
| Science Theatre | Lect B | Wed | 14:00 -16:00 |
| Law Theatre G23 | Lect C | Wed | 18:00 -20:00 |

Tutorial times and locations can be found on WebCT Vista.

### 2.2 Units of Credit

ACCT 3583 Stakeholder Value Management has a total of 6 units of credit.

### 2.3 Relationship of this Course to Other Course Offerings

This course is offered by the Department of Accounting and may form part of an accounting major, double major or disciplinary minor within the Bachelor of Commerce or Bachelor of Economics degrees. In order to enrol in this course, the following pre-requisites must have been satisfied – ACCT 2522 Management Accounting: Process Improvement and Innovation. This course also constitutes part of the core curriculum of studies required by CPA Australia and the Institute of Chartered Accountants in Australia.

### 2.4 Approach to Learning and Teaching

At university, the focus is on self-directed search for knowledge. Lectures, tutorials, textbooks, exams and other resources are all provided to help you learn. You are therefore required to attend all lectures and tutorials, and read all required readings in order to fully grasp and appreciate the concepts of Stakeholder Value Management.

It is up to you to choose how much work you do in each part of the course: preparing for classes; completing assignments; studying for exams; and seeking assistance or extra work to extend and clarify your understanding. You must choose an approach that best suits your learning style and goals in this course. Tutorial questions and self study questions are provided to guide your learning process.

The teaching staff have put a great deal of thought into the development and presentation of this course so students may experience a flexible but directed leaning approach to Stakeholder Value Management.

## 3. Course Aims and Outcomes

### 3.1 Course Aims

This course is concerned with the ways in which tangible and intangible resources are leveraged and combined, through organisational strategies and processes, to create organisational competence and deliver 'value' for a diversity of organisational stakeholders, namely, shareholders, customers, employees, suppliers, the community and the natural environment. We also consider how value can be created from managing the relationships among various stakeholders, as well as the ways in which a 'balance' can be achieved, both in the short- and long-terms. We aim to introduce these issues, to encourage critical thinking, and to impart a set of competencies that will enable such issues to be addressed with confidence and creativity in a professional and work-based context. The course draws upon contemporary and international research, professional literatures, case studies and the applied research experiences of course participants to explore the issue of Stakeholder Value Management.

### 3.2 Student Learning Outcomes

*Content-based Learning Outcomes*

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

1. **Formulate and implement strategies** based on an understanding of the external environment, and the identification/management of the main categories of organisational resources;
2. **Create organisational value** via the analysis and management of **stakeholder relationships**, with a focus on shareholders, customers, suppliers, employees, the society and the environment;
3. Understand the ways in which organisational strategies and resource management decisions **impact upon various forms of stakeholder value** both in the short- and long-terms; and
4. Appreciate the complementary nature of the various management accounting techniques and how managerial decisions must be made within the confines of stakeholder value framework.

*Desired Skills-based Outcomes*

As a result of satisfactorily completing this course, you will achieve the following skills:

5. A capacity to learn independently and to assume responsibility for the learning process;
6. A capacity to learn within teams – to co-operate with team members, to assume leadership and to manage differences and conflicts;
7. A capacity to conduct applied business research – acquiring, analysing and presenting knowledge;
8. A capacity to tolerate ambiguity in managerial and organisational problem-solving;
9. A capacity to think critically about informing literatures (both research and practitioner-based literature) and extant organisational practices;
10. An ability to apply knowledge to specific organizational contexts;
11. A capacity to reflect on your own strengths and weaknesses as a learner; and
12. An ability to make professional business presentations.

### 3.3 Teaching Strategies

The course consists of lectures and tutorials.

*Lectures*

Each student is required to register for a lecture time via myUNSW. Lectures (two hours per week) will be held each Wednesday (except as specified in the course timetable – see Section 9 of the course outline). The purpose of lectures is to introduce and explain concepts that are critical to the core themes of the course. Furthermore, lectures are aimed at providing students with the essential Stakeholder Value Management frameworks and provide guidance on how these frameworks can be applied to specific organisational contexts.

In order to maximise the benefits of attending lectures, students are expected/ encouraged to read the relevant study materials thoroughly before attending lectures. Lecture notes will be posted on WebCT Vista in the week prior to the lecture being held.

*Tutorials*

Each student is required to register for a tutorial group via myUNSW. Tutorials (one hour per week) will be held each week from weeks 2 to 13. The tutorials constitute the core learning experience of this course. During tutorials, students will be encouraged to discuss and critique accounting concepts in a team environment, present their findings in front of the class, as well as apply their knowledge to solve business problems via homework questions and class exercises.

Tutorial questions will be posted on WebCT Vista in the week prior to the tutorial being held. It is essential that, prior to a tutorial, you read the relevant course materials and prepare written responses to any tutorial questions assigned. Tutorial solutions will be posted on WebCT Vista a week after the tutorials have ended. Please note that we will only provide key point solutions to discursive questions.

To assist in the development of key research and analysis skills, some of these tutorial questions will require students to conduct additional research using library resources.

Tutorial times and locations can be found at myUNSW.

*Self-Study*

Self-study is a key element of the learning design of this course. From time to time, self study materials will be posted on WebCT Vista to facilitate deeper learning of core elements of the course. The aim of these self-study questions is to encourage students to assume responsibility in the learning process, and to make the tutorials more effective. Thus onus is on students to review and complete these materials. Staff will be available in consultation hours to assist with difficulties experienced with self study materials.

## 4. STUDENT RESPONSIBILITIES AND CONDUCT

### 4.1 Preparation for and Performance in Class

It is a requirement of this course that all students attempt the assigned weekly readings and tutorial questions ***prior*** to attending class. The importance of adequate preparation prior to each tutorial, including the completion of all self-study questions cannot be overemphasised, as the effectiveness and usefulness of the tutorial depends to a large extent on students' active participation during the tutorial.

### 4.2 Workload

It is expected that you will spend at least **ten hours** per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

### 4.3 Attendance

Your regular and punctual attendance at lectures and tutorials is expected in this course. You are required to attend your assigned lectures and tutorials. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment.

### 4.4 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: www.my.unsw.edu.au

### 4.5 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on WebCT Vista. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. Specific announcements will also be made via WebCT Vista.

## 5. Learning Assessment

### 5.1 Formal Requirements

All assessment tasks are considered compulsory. This ensures that you have every opportunity to illustrate your knowledge of the course material. Failure to complete an assessment task may result in students being refused permission to sit the final examination, and being given an "Unsatisfactory Fail" (UF) grade for this course.

To be eligible for a passing grade in this course, students must:

(a) Achieve composite mark of at least 50% **AND**

(b) Satisfactorily complete all assessment tasks (or submit appropriate documentation relating to your failure to complete a task to the Lecturer-in-charge) **AND**

(c) Achieve a satisfactory level of performance in the final exam. This usually means a minimum mark of 50%. Any student having an overall mark of 50 or more but less than 50% in the final examination will be given an UF grade.

Please note that there will only be **ONE** supplementary exam. It is the student's responsibility to ensure that he or she is available on the date of the supplementary exam (see section 5.3 for supplementary exam date).

**NOTE:** A "pass conceded" (PC) grade may only be granted by the Faculty Assessment Committee, and **not** the Head of Department or the Lecturer-in-charge of this course.

### 5.2 Assessment Overview

The composite mark for **ACCT 3583** will be calculated as follows. (Honours students to be advised separately.)

| Assessment Item / Due date | Weight | Item Assesses Learning Outcomes |
|---|---|---|
| In-class Test (week 7) | 15% | 1, 2, 3, 5, 8, 9 and 10 |
| Syndicate Case Study (due week 10) | 20% | 1 – 11 |
| In-class Quiz (week 12) | 10% | 2, 3, 4, 5, 8, 9 and 10 |
| Syndicate Presentation (week 14) | 5% | 3, 4, 6 – 12 |
| Final examination | 50% | 1-5, 8-11 |
| **TOTAL** | **100%** | |

**In-class Test (15%)**

The aim of this in-class test is to provide you with ongoing feedback relating to your understanding and learning progress within the course. This assessment tests both technical and analytical skills learned in this course.

| | |
|---|---|
| *Location/time*: | An in-class test will be held during the Week 7 tutorial (the week starting 3rd September). The test will start at 5 minutes into the tutorial. |
| *Duration*: | 40 minutes. Please make sure you arrive at your tutorial on time. |
| *Topics covered*: | All materials up to and including week 5 lecture (week 6 tutorial): "Managing shareholder value and relationships". |
| *Format*: | Closed-book exam. Written responses (no multiple choice questions). Details to be advised. |

**In-class Quiz (10%)**

The quiz will test mostly technical skills learned in this course.

| | |
|---|---|
| *Location/time*: | An in-class quiz will be held during the Week 12 tutorial (the week starting 15th October). The test will start at 20 minutes into the tutorial. |
| *Duration*: | 20 minutes. Please make sure you arrive at your tutorial on time. |
| *Topics covered*: | All materials from "Managing customer value and relationships" to "Strategic risk management" inclusive. |
| *Format*: | Closed-book exam. Multiple-choice questions. More details to be advised later. |

***Note: there is <u>no "special consideration" for your quiz or "supplementary in-class quiz"</u>.***

**Syndicate Case Study (20%)**

| | |
|---|---|
| *Due date:* | 4pm, 5th October (Friday week 10). |
| *Topics covered*: | All materials up to and including week 7 lecture (week 8 tutorial): "Managing supplier value and relationships".<br>Significant amount of applied research is required. |
| *Format*: | Team work. **Please note that part of your mark for the syndicate case study is peer-assessed.** Refer to the appendix for this course outline for more details. |

***Note: there is <u>no "special consideration" for your case study.</u>***

The case study will be undertaken by syndicates of 5 students within the same tutorial group[1]. The composition of syndicates must be finalised **by the end of week 4 tutorial** (preferably earlier) and submitted to your tutorial leader in writing (note: the earlier you get a group together, the earlier you can start the assignment – please refer to the appendix for your assignment question/requirements). Any students who have not

[1] Depending on class size you can have up to 6 members per group.

formed a group by week 4 tutorial may have to complete the assignment individually (and must therefore suffer the consequences of having additional workload). Please note that it is the student's responsibility to organise a syndicate. Details regarding the nature of the case study and its assessment are provided in the appendix.

A major part of this assignment involves conducting extensive research on a company's business environment, operations and strategies. Students are expected to conduct their own business research, then apply knowledge gained from this course to critically analyse and evaluate this information, and finally, make professional strategic recommendations to the "Board of Directors". Because many business contexts are ambiguous in nature, this assignment is targeted at evaluating and providing feedback on students' ability to apply and integrate various analytical frameworks studied in this course to make sense of uncertainties in various business contexts, and reach appropriate strategic decisions.

**Syndicate Presentation (5%)**

| | |
|---|---|
| *Location/time*: | Week 14 tutorial (exact time to be scheduled) |
| *Duration*: | 10 minutes. Please make sure you arrive at your scheduled presentation on-time. |
| *Topics*: | Based on your syndicate assignment – exact topic to be advised. |
| *Format*: | Group presentation. Please note that while not all members need to speak during the presentation, all members MUST be present during the presentation. You will only receive a presentation mark if you attend your group presentation.<br>**Please note that part of your presentation mark is peer-assessed.** |

***Note: there is no "special consideration" for your presentation or "supplementary presentation".***

**Final Examination (50%)**

Students are required to sit a final examination paper in this course. The exam will be held during the examination period at the end of session. University administration will issue a final examination timetable later in the session, which will provide the date, time and location(s) of the exam.

Students will be advised of the general format and content of the final examination in **Week 13**.

### 5.3 Special Consideration and Supplementary Examinations

The Department of Accounting follows the UNSW policy and process for Special Consideration (see https://my.unsw.edu.au/student/atoz/SpecialConsideration.html). Specifically:

- Applications for special consideration (including supplementary examinations) **must go through UNSW Central administration** (within 3 working days of the assessment to which it refers) – applications will **not** be accepted by staff in the Department of Accounting;
- Applying for special consideration does **not** automatically mean that you will be granted supplementary assessment; when assessing your applications we will, *inter alia*, take into account the followings when assessing your application:
    - Your performance during the semester; and
    - The severity of your illness or misadventure.

  Usually only unexpected/sudden illness/misadventure constitutes grounds for special considerations.

  The following reasons are usually **not sufficient** for special consideration:
    - Headache during the assessment;
    - Away due to work or personal commitments (it is your responsibility to manage your timetable);
    - Traffic/weather;
    - Multiple assessments on the same day; and
    - A vague and unspecified medical condition – your application AND your medical certificate MUST clearly specify the nature and the severity of your medical conditions. Please note that all medical records received are kept confidential.
- If you are making an application for special consideration (through UNSW Central Administration) you **must** send all documentations of your special consideration application (including medical certificates) to the Lecturer-in-charge as well;
- Please note that if your special consideration application is approved, your original assessment will NOT be marked and you **MUST sit for the supplementary assessment.** There will be no other form of special consideration. **In other words, if you apply for special consideration, you must be prepared to sit the supplementary assessment.** Supplementary exam is NOT a backup plan for your lack of preparation.
- Students who are granted a supplementary assessment will be notified on 23rd November, 2007 via email. Please do not contact the School Office.

**Please note: Supplementary exams for the final exam and the in-class test will be held on the same day. The preliminary supplementary exam date for ACCT 3583 Stakeholder Value Management is Friday 30th November 2007.**
There is only ONE supplementary exam. If you miss this supplementary exam for any reasons, a second one will NOT be granted.

## 6. ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For full information regarding policies, penalties and information to help you avoid plagiarism see:
http://www.lc.unsw.edu.au/plagiarism/index.html

Plagiarism is the presentation of the thoughts or work of another as one's own.* Examples include:

- direct duplication of the thoughts or work of another, including by copying work, or knowingly permitting it to be copied. This includes copying material, ideas or concepts from a book, article, report or other written document (whether published or unpublished), composition, artwork, design, drawing, circuitry, computer program or software, web site, Internet, other electronic resource, or another person's assignment without appropriate acknowledgement;
- paraphrasing another person's work with very minor changes keeping the meaning, form and/or progression of ideas of the original;
- piecing together sections of the work of others into a new whole;
- presenting an assessment item as independent work when it has been produced in whole or part in collusion with other people, for example, another student or a tutor; and,
- claiming credit for a proportion a work contributed to a group assessment item that is greater than that actually contributed.†

Submitting an assessment item that has already been submitted for academic credit elsewhere may also be considered plagiarism.

The inclusion of the thoughts or work of another with attribution appropriate to the academic discipline does *not* amount to plagiarism.

Students are reminded of their Rights and Responsibilities in respect of plagiarism, as set out in the University Undergraduate and Postgraduate Handbooks, and are encouraged to seek advice from academic staff whenever necessary to ensure they avoid plagiarism in all its forms.

The Learning Centre website is the central University online resource for staff and student information on plagiarism and academic honesty. It can be located at:

www.lc.unsw.edu.au/plagiarism

The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example, in:

- correct referencing practices;
- paraphrasing, summarising, essay writing, and time management;
- appropriate use of, and attribution for, a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre.

Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting, and the proper referencing of sources in preparing all assessment items.

* Based on that proposed to the University of Newcastle by the St James Ethics Centre. Used with kind permission from the University of Newcastle
† Adapted with kind permission from the University of Melbourne.

## 7. STUDENT RESOURCES

### 7.1 Course Resources

- ***Text Book - Stakeholder Value Management 2007, School of Accounting, Thomson Custom Publishing.***
  ***NOTE: You need to buy the 2007 edition (Red Cover)***
- ***Supplementary Reading Materials (2007) for ACCT 3583/3593.***

Both the textbook and the supplementary reading materials are available from the UNSW Bookshop from late July 2007.

As many of the readings have changed, students are **strongly encouraged** to purchase the 2007 editions of both the text book and the supplementary reading materials. It is not advisable to purchase a second hand copy from prior years.

Students enrolled in ACCT 3593 Stakeholder Value Management (Honours) will receive additional readings during the Honours tutorials. The Lecturer-in-charge for ACCT 3593 is Dr. Mandy Cheng (Quad 3125). An additional course outline for students enrolled in ACCT 3593 is available on WebCT Vista.

### 7.2 Course Website

A course website will be maintained within the Vista environment. You are required to have a Unipass and Unipin to access this website. In addition, you must be enrolled in the course to access the website. The website will contain announcements, copies of the weekly questions and any other material deemed suitable by the lecturer-in-charge from time to time. We cannot place any material on the website that involves the use of student IDs or that raises issues with respect to privacy. Details regarding access to this website will be provided in class.

### 7.3 Other Resources, Support and Information

The University and the Faculty provide a wide range of support services for students, including:

- Learning and study support;
- Counselling support;
- Library training and support services;
- Disability support services.

In addition, it is important that all students are familiar with policies and procedures in relation to such issues as:

- Examination procedures and advice concerning illness or misadventure;
- Special Consideration including Supplementary Examinations; and
- Occupational Health and Safety policies and expectations.

For information and links relating to the above services and policies, please see the Faculty website.

## 8. Continual Course Improvement

Each year feedback is sought from students and other stakeholders about the courses offered in the Department and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process (http://www.ltu.unsw.edu.au/ref4-5-1_catei_process.cfm) is one of the ways in which student evaluative feedback is gathered. Significant changes to courses and programs within the Department are communicated to subsequent cohorts of students.

## 9. Course Schedule

| Week | Date | Lecture Topics | Lecturer |
|---|---|---|---|
| **1** | **23rd Jul** | Introduction plus the external environment: opportunities, threats, industry competition and competitive analysis | Mandy Cheng |
| **2** | **30th Jul** | The internal environment: resources, capabilities, and core competencies | Mandy Cheng |
| **3** | **6th Aug** | Strategy development and analysis | Yee Phua |
| **4** | **13th Aug** | Implementing strategy via strategic performance measurement systems | Mandy Cheng |
| **5** | **20th Aug** | Managing shareholder value and relationships | Yee Phua |
| **6** | **27th Aug** | No lecture: preparation for upcoming quiz in week 7 | |
| **7** | **3rd Sep** | Managing customer value and relationships<br>**In-class test this week! (during tutorial)** | Yee Phua |
| **8** | **10th Sep** | Managing supplier value and relationships | Yee Phua |
| **9** | **17th Sep** | Managing employee value and intellectual capital | Kar Ming Chong |
| **Mid-Session Break (24th -30th September)** | | | |
| **10** | **1st Oct** | Managing social and environmental stakeholders<br>**Syndicate assignment due this week! (4pm Friday)** | Kar Ming Chong |
| **11** | **8th Oct** | Strategic Risk Management | Kar Ming Chong |
| **12** | **15th Oct** | Management control<br>**In-class quiz this week! (during tutorial)** | Kar Ming Chong |
| **13** | **22nd Oct** | Subject review | Mandy Cheng |
| **14** | **29th Oct** | No lecture: **syndicate presentation during tutorial!** | |

## APPENDIX: SYNDICATE ASSIGNMENT

**The syndicate case study is to be based on ANZ Ltd. (see http://www.anz.com/).**

**Required: (total = 100 marks)**

**1.** Analyse the current general and industry environment faced by ANZ. Based on your analyses, outline the opportunities and threats faced by ANZ. **(25 marks)**

**2.** Outline and analyse the resources, capabilities and core competencies of ANZ. **(25 marks)**

Your answer should include a comprehensive analysis of the tangible and intangible resources available to ANZ (including an analysis on the company's financial resources). You are expected also to outline the major strengths and weaknesses perceived in this organisation's resource profile, as well as its capabilities and core competencies.

**3.** Outline a series of strategic recommendations for ANZ. **(30 marks)**

Your recommendations will need to be justified within the context of ANZ's current strategies and your earlier analyses in Part 1 and Part 2. In addition, you need to explain how your recommendations can help create **shareholder value**.

**4.** Design a Strategy Map and a Balanced Scorecard (BSC) for the **Personal Division** of ANZ. The BSC should contain objectives, measures, targets and initiatives for each of the four perspectives addressed by Kaplan and Norton. **(20 marks)**

Your Strategy Map/BSC needs to reflect your strategic recommendations in Part 3. Do not include more than 16 performance measures in total. Clearly state the rationale for each of your measures.

To assist your preparation, 15 minutes will be set aside for group discussion during tutorial week 5 and tutorial week 9. It will, of course, take a lot longer than 30 minutes of group discussion to complete this assignment! It is your responsibility to coordinate with your team members to complete the syndicate assignment as well as to prepare for the week 14 presentation.

**Length:**
Maximum 12 pages.
Recommended "page distribution":

| | |
|---|---|
| Part 1 | Approx. 2.5 pages |
| Part 2 | Approx. 3 pages |
| Part 3 | Approx. 3.5 pages |
| Part 4 | Approx. ¾ page for strategy map, 1¼ page for BSC |
| Introduction and conclusion | Approx. 1 page (0.5 page each) |

The page limit **excludes** synopsis (or executive summary), bibliography and appendices**. Footnotes, introduction and conclusion should be included in the page limit.** Marks will be deducted for missing or poorly written executive summary, introduction and/or conclusion. Font size must be at least 12, one-and-a-half line spacing or greater (use Times New Roman). Use font 10 and single line spacing for footnotes. Margins on all sides must be 2.5cm or greater.

If you choose to present your BSC in a table, you may use single spacing for Part 4.

Please note that appendices should be used only for the following:
- List of major assumptions, if any
- List of calculations and formula, if any

In-text references should be used. Consult your tutor if you are unsure about any of the above formatting requirements. Please note that any writing in excess of the page limit will NOT be marked.

**Submission Details:**

- A <u>hardcopy</u> of the case study is to be submitted by 4.00pm on 1st October. It is to be submitted to the Department of Accounting Assignment Box on Level 1, Quadrangle (West wing). Any cases received after this time will be considered late and subject to the penalty described in the course outline. Last minute printing difficulties, computer failure or transportation problems will not constitute an adequate excuse for lateness.
- Please keep a <u>copy</u> of your work.
- The title page should clearly indicate the names of your team members and their student numbers, your tutor and the time and location of your class. **Failure to do so will incur a 5-mark penalty.**
- All case studies must be typed. Footnotes should be reserved for points of clarification. Marks may be deducted for inappropriate uses of footnotes and appendices.
- Individual marks will be based on the attached marking scheme (see over).
- Please note that elaborate binding and plastic covers are **not necessary, and will not result in extra marks**. Assignments that are not stapled or otherwise bound together may not be accepted.

## Peer Evaluation Marking Scheme

In order to provide an opportunity for substantial individual contributions to team performance to be rewarded the following marking scheme is proposed.

**STEP 1:** The case will be marked and awarded a mark out of 20 (for illustrative purpose only).

**STEP 2:** Each student will provide their seminar leader with a **rating** of their own contribution and their assessment of the individual contribution of each of the other members of their syndicate. This will be a score out of 10 that reflects the amount and quality of the effort made by each of the syndicate members.

**STEP 3:** The ratings provided by each team member will be collated, averaged and converted to a percentage (out of 100) to determine the proportionate contribution of each team member to the team result.

**STEP 4:** Half of the total mark awarded out of 20 will be credited to each student in the group.

**STEP 5:** The other half of the total mark will be multiplied by the number of members in the team and placed in a pool.

**STEP 6:** The pool will be allocated back to each team member based on the calculation of the proportionate contribution made by each team member.

**STEP 7:** The two marks determined in STEPS 4 and 6 will be added to give each student's grade for the Case. However, NO student's grade will exceed the mark assigned by your tutor. This will represent the UPPER CAP placed on the adjustment of your mark.

The following example will illustrate the calculation of marks.

**STEP 1:**
A five member group receives a mark of 14 out of 20 for the case.
(NOTE: For steps 2 to 6 all calculations will be rounded to 1 decimal place)

**STEP 2:**
The individual ratings (out of 10) from each member average as follows:

| | | |
|---|---|---|
| Simone | | 8 |
| Tran | | 10 |
| John | | 6 |
| Zoe | | 10 |
| Angelina | | 6 |
| | Total | 40 |

**STEP 3**: relative contribution

| | | |
|---|---|---|
| Simone | 8 | = 20% |
| Tran | 10 | = 25% |
| John | 6 | = 15% |
| Zoe | 10 | = 25% |
| Angelina | 6 | = 15% |
| | | 100% |

**STEP 4:** half the mark of the assignment (i.e. 14/2=7) will be peer assessed.

| | |
|---|---|
| Simone | 7 |
| Tran | 7 |
| John | 7 |
| Zoe | 7 |
| Angelina | 7 |

**STEP 5:** Pool of Marks

5 (group size) x 7 marks = 35 marks

**STEP 6:** relative pool of mark contribution

| | | | | |
|---|---|---|---|---|
| Simone | 8 | = 20% | 35 | 7 |
| Tran | 10 | = 25% | 35 | 8.75 |
| John | 6 | = 15% | 35 | 5.25 |
| Zoe | 10 | = 25% | 35 | 8.75 |
| Angelina | 6 | = 15% | 35 | 5.25 |
| | | **100%** | | **35** |

| **STEP 7:** | STEP 4 MARK | STEP 6 MARK | **TOTAL MARK** |
|---|---|---|---|
| Simone | 7 | 7 | **14** |
| Tran | 7 | 9 | **16 → 14** |
| John | 7 | 5 | **12** |
| Zoe | 7 | 9 | **16 → 14** |
| Angelina | 7 | 5 | **12** |

As students will not be awarded a mark higher than the original group mark, thus Tran and Zoe will receive 14 rather than 16 marks.

**Syndicate Peer Evaluations**

***A copy of this form is to be submitted during your presentation in Week 14. It is to be placed inside an envelope and attached to the syndicate submission.***

**NAME**: __________________________________

**ID:** __________________________________

**SIGNATURE:** __________________________________

Please provide a mark out of 10 for each member of your syndicate, <u>including yourself</u>, which reflects the relative contribution of each member.

| **Syndicate Member** | **Student ID** | **Mark out of 10** |
|---|---|---|
| 1.<br>Insert **your** name here. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |

| **Any other comments about syndicate performance that may be relevant to the marker:** |
|---|
| |