# THE UNIVERSITY OF NEW SOUTH WALES

# SCHOOL OF ACCOUNTING

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

# Course Outline

# Session 2, 2003

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This course overview brochure contains:

# The University of New South Wales
# School of Accounting

# ACCT3583 Stakeholder Value Management
# ACCT3593 Stakeholder Value Management (Honours)

## Session 2, 2003

# COURSE OUTLINE

## 1. GENERAL INFORMATION

### COURSE STATUS AND LOCATION

This course is offered by the School 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 – ACCT2522 Management Accounting: Process Improvement and Innovation <u>or</u> ACCT2532 Management Accounting: Process Improvement and Innovation (Honours). This course also constitutes part of the core curriculum of studies required by CPA Australia and the Institute of Chartered Accountants in Australia.

### INTRODUCTION

This course is concerned with the ways in which tangible and intangible resources are leveraged and combined, through organisational strategies and processes, to create organizational competence and deliver 'value' for a diversity of organisational stakeholders. We consider how value is conferred on shareholders, customers, employees, suppliers, the community and the natural environment as a consequence of resource management practices. We consider also the ways in which 'balance' is achieved amongst these different forms of stakeholder value, both in the short- and long-terms. We aim to introduce these issues, to encourage critical thinking about them, and to impart a set of competencies that will enable such issues to be addressed with confidence and imagination 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.

## COURSE OBJECTIVES

The substantive objectives of this course are:

1. To introduce resource-based theories of organisational strategy;

2. To encourage a comprehensive appreciation of both tangible and intangible organisational resources and their inter-relationships;

3. To construct a multi-dimensional account of organisational 'value-creation';

4. To facilitate an understanding of the interdependencies between organisational functioning and stakeholder relationships;

5. To situate organisational strategy and its consequences within a social and ethical context; and

6. To encourage critical thinking about contemporary business practices and the legacy that is created for others (in different times and places) and the natural environment.

## LEARNING OUTCOMES

*Content-based.*

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

1. Formulate and implement strategies through the identification and management of the main categories of organisational resources;

2. Create organisational value via the management and reconciliation of stakeholder values;

3. Understand the ways in which resource management decisions impact upon various forms of stakeholder value both in the short- and long-terms.

*Skills-based.*

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

1. A capacity to learn independently and to assume responsibility for the learning process;

2. A capacity to learn within teams – to co-operate with team members, to assume leadership and to manage differences and conflicts;

3. A capacity to conduct applied research – acquiring, analysing and presenting knowledge;

4. A capacity to tolerate ambiguity in problem-solving;

5. A capacity to think critically about informing literatures and extant organisational practices;

6. A capacity to appreciate and leverage diversity in the learning environment;

7. A capacity to reflect on your own strengths and weaknesses as a learner; and

8. A capacity to develop the self-motivation to engage in life-long learning.

## COURSE STRUCTURE

This course comprised both lectures and seminars. Please note that the lecture in Week 11 is on MONDAY.

LECTURES timetable:

| Week | Date(Day)/Time | Location | Lecturer/topic |
|---|---|---|---|
| 1 | *31st July (Thursday)*<br>1-2pm<br>6-7pm (repeat) | John Clancy<br>Rupert Myers Theatre | Mandy Cheng: Introduction to the framework and structure of ACCT3583/3593 |
| 11 | *13th October (Monday)* | John Clancy | Guest Speaker(s) (Topic TBA) |

The first lecture (week 1) will introduce the framework of this course. For lectures in week 11, a guest speaker will present his/her "real world" experiences in managing stakeholder values. Please note that the content of all lectures are part of the course and as such may be examinable.

SEMINARS are held in weeks 2 to 14 (except week 7). Each seminar is of three hours duration. During this period instructor-centred discussions, syndicate exercises and student presentations may be held. There is no seminar in Week 7 – this is to allow you to concentrate on your group assignment (first stage), which is due in Week 8.

## COURSE ASSESSMENT

The composite mark for **ACCT3583** will be calculated as follows. (Honours students to be advised separately.)

| | |
|---|---|
| Syndicate Case Study | 25% |
| Syndicate Presentation and Portfolio | 10% |
| Quizzes (2 quizzes@7.5%) | 15% |
| Class Participation | 10% |
| Final Examination | 40% |
| **TOTAL** | 100% |

### Syndicate Case Study (25%)

The case study will be undertaken by syndicates of 4-5 students within the same seminar group. Self and peer assessment will be involved in the determination of the final mark. The case study is due in two stages. Stage 1 of the assignment is due in **Week 8**. Stage 2 of the assignment is due in **week 12**. The composition of syndicates must be finalised by **week 4** and submitted to your seminar leader in writing. Details regarding the nature of the case study and its assessment are provided on page 12.

### Syndicate Presentation and Portfolio (10%)

Each syndicate is required to make a brief presentation on the case during **Week 14.** Details are provided on page 18.

### Class Participation (10%)

Each student is expected to contribute to the seminar discussion. Expectations with respect to participation are provided on page 19.

### Final Examination (40%)

Students are required to sit for a final examination paper in this course. Students will be advised of the general format and content of the final examination during **Week 12.**

# 2. COURSE RESOURCES

## TEACHING STAFF

| Teaching Staff | Room Number | Telephone |
|---|---|---|
| Course Facilitator | | |
| ▪ Ms Mandy Cheng | Quad 3125 | 9385 6343 |
| Seminar Leaders | | |
| ▪ Mr Paul Andon | Quad 3093 | 9385 5821 |
| ▪ Ms Jane Baxter | TBA | TBA |
| ▪ Mr Dan Bowden | Quad 3089 | 9385 6283 |
| ▪ Ms Linda Chang | Quad 3120 | 9385 5817 |
| ▪ Mr Tim Cheung | Quad 3089 | 9385 6283 |
| ▪ Dr. Maria Dyball | Quad 3115 | 9385 5823 |
| ▪ Mr Steve Mong | Quad 3089 | 9385 6283 |
| ▪ Mr Eric Setiawan | Quad 3089 | 9385 6283 |
| Honours Program Facilitator | | |
| ▪ Dr. Maria Dyball | Quad 3115 | 9385 5823 |

## CONSULTATION HOURS

Students will be notified of staff consultation hours during the first seminar in week 2. Each member of staff will be available for up to two hours per week to conduct consultations on a drop-in basis. You are encouraged to seek help at a time that is convenient to you from any staff member teaching on this course 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.

## TEXT BOOKS

There is no set textbook for this course. Students are required to purchase a two volume set of readings from the UNSW Bookshop. You will be unable to complete the course without this resource. This resource has been updated and revised for Session 2, 2003. Additional materials may be issued in class.

Students enrolled in ACCT3593 Stakeholder Value Management (Honours) will receive additional readings during the Honours seminars. The course facilitator for ACCT3593 is Dr. Maria Dyball (Quad 3115).

## COURSE WEBSITE

A course website will be maintained within the WebCT 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 Course Facilitator 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.

The following websites provide useful support resources:

| | |
|---|---|
| ▪ www.student.unsw.edu.au | UNSW homepage for students |
| ▪ www.library.unsw.edu.au | UNSW library (catalogues, info, etc.) |
| ▪ www.lc.unsw.edu.au | UNSW Learning Centre (help with learning and language support, etc.) |
| ▪ www.counselling.unsw.edu.au | UNSW Counselling Service (dealing with personal issues) |
| ▪ www.comms.unsw.edu.au | UNSW Communications unit (net access, UDUS, email) |

# 3. STUDENT RESPONSIBILITIES

## PREPARATION FOR AND PERFORMANCE IN CLASS

It is a requirement of this course that all students attempt the assigned weekly reading and seminar questions *prior* to attending class. Students are expected to participate in the class discussion.

The expected workload for an undergraduate course is 10 hours per week (on average).

Please note that the use of short hand and "SMS" language is not permissible in all assessable tasks in ACCT3583. This includes assignments, quizzes and final exam. In addition, students are strongly encouraged to use formal language when communicating with staff via e-mails.

## ATTENDANCE REQUIREMENT

Students are expected to be regular and punctual in attendance to all classes. You are required to attend your assigned class each week. Any variation must be approved by the Course Facilitator. All applications for exemption from attendance at seminars of any kind must be made in writing to the Registrar. If you attend less than 80% (that is, 8 complete seminars) you may be refused final assessment.

Students are requested to turn off their mobile phones prior to entering the classroom.

## SATISFACTORY PERFORMANCE

To be eligible for a passing grade in this course, students must (1) attain a composite mark of at least 50% **AND** (2) perform at a satisfactory level in each component of the composite assessment (as stated above). Failure to do so may result in either supplementary assessment being required or the award of a failing grade, depending on an individual's situation.

## SUBMISSION OF CONTINUOUS ASSESSMENT

Continuous assessment must be submitted by the due date. Failure to do so will attract a penalty which is to be calculated as follows: One day late - 10% of the maximum possible mark; Two days late - 20% of the maximum possible mark; Three days late - 40% of the maximum possible mark; Four days late - 60% of the maximum possible mark; Five or more days late - 100% of the total mark.

Extensions will only be granted in **exceptional** circumstances and will only be made by the Course Facilitator. Applications for an extension must be made in writing to Ms Mandy Cheng and must be supported by medical certificates etc. The onus is on students to plan their workloads to meet the course deadlines.

## SPECIAL CONSIDERATION

It should be noted that special consideration is available only to students confronting *abnormal and significant* difficulties in completing this course. University regulations must be consulted before applying for formal consideration. It should be noted that illness or personal problems do not ensure that supplementary assessment will be granted automatically. In *addition* to the normal University application for consideration, students are required to lodge a detailed written application with the Course Facilitator. Details of the consideration will be treated in confidence by staff.

## ACADEMIC MISCONDUCT

Students are reminded that the University regards academic misconduct as a very serious matter. Students found guilty of academic misconduct are excluded from the University for two years. However, because of the circumstances in individual cases, the period of expulsion can range from one session to permanent expulsion from the University.

The following are some of the actions which have resulted in students being found guilty of academic misconduct in recent years: taking unauthorised materials into an examination; submitting work for assessment knowing it to be the work of another person; improperly obtaining prior knowledge of an examination and using that knowledge in the examination; and failing to acknowledge the source of material in an assignment.

## SUPPORT INFRASTRUCTURE

The following services are recommended to students requiring additional and specialised support.

**Learning Centre**
The Learning Centre provides a free and confidential service offering learning and language support to UNSW students. Assistance is provided through workshops, discipline-based courses and individual consultations. The Learning Centre is located at Room 231, Level 2, Library Building. (Phone 9385 3890 for an appointment.)

**Education Development Unit**
Additional learning and language support or a 'discipline-specific' support class can be arranged with the Education Development Unit (EDU) in the Faculty. Students may consult the EDU for advice and assistance with assignment writing, academic reading and note-taking, oral presentation, study skills or other learning needs. The Unit is located in Room 3054, Level 3, Quadrangle Building. (Phone 9385 6163 or 9385 6087 for an appointment.)

**Counselling Service**
Counsellors offer assistance in planning, decision making, problem solving, and social and emotional development. The Counselling Service is located at Level 2, East Wing, Quadrangle Building. (Phone 9385 5418 for an appointment.)

# COURSE TIMETABLE

| WEEK | STARTING | TOPIC |
|---|---|---|
| 1 | 28th July | Introducing Stakeholder Value and its Management |
| 2 | 4th August | Thinking Strategically about Organisations and their Competitive Environments |
| 3 | 11th August | Thinking Strategically about Organisational Resources and their Combination |
| 4 **Submit syndicate lists** | 18th August | Analysing Strategic Options |
| 5 | 25th August | Embedding Strategic Thinking in Organisational Activities and Processes |
| 6 | 1st September | Managing Shareholder Relationships<br>**Quiz 1** |
| 7 | 8th September | **No Seminar. Students to prepare for Assignment Stage 1** |
| 8 | 15th September | Managing Employee Relationships – **Stage 1 Assignment due** |
| 9 | 22nd September | Managing Customer Relationships – I |
| | 29th September | **RECESS** |
| 10 | 6th October | Managing Customer Relationships – II<br>**Quiz 2** |
| 11 | 13th October | Managing Supplier Relationships |
| 12 | 20th October | Managing Community and Environmental Relationships – **Stage 2 Assignment due** |
| 13 | 27th October | Putting it together |
| 14 | 3rd November | SYNDICATE PRESENTATIONS |

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## SESSION 2, 2003

## Syndicate Case Study (25%)

The syndicate case study is to be based on **Colorado Group.** (see http://www.coloradogroup.com.au/).

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

**This assignment is to be submitted in TWO stages. This is to allow students to receive continuous feedback during the course of this subject. Stage One is due on Friday 19th September. Stage Two is due on Friday 24th October. Assignments must be submitted to the School of Accounting Office by 3pm on the due date.**

**Stage One (50 marks)**

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

2. Outline and analyse the resources of Colorado Group from 2000 until the present. **(25 marks)**
   Your answer should include a comprehensive analysis of the financial, physical, human, reputational and technological resources available to Colorado Group. You are expected also to outline the major strengths and weaknesses perceived in this organisation's resource profile, as well as its core competencies.

**Stage Two (50 marks)**

3. Outline a series of strategic recommendations for Colorado Group (your answer should cover all businesses of the Colorado Group). **(35 marks)**

   Your recommendations will need to be justified within the context of, and take into consideration: the legacies of extant strategies; the environment in which Colorado Group is operating; and its internal capabilities/competencies. You should also comment on the suitability, acceptability and feasibility of your recommendations. In addition, you need to explain how your recommendations can generate value for various stakeholder groups.

4. Design a Balanced Scorecard (BSC) for the **Colorado Adventurewear**. The BSC should contain objectives, measures, targets and initiatives for each of the four perspectives addressed by Kaplan and Norton. **(15 marks)**

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

**Length:**

Stage 1: maximum 3 A4 pages, including diagrams and figures.

Stage 2: maximum 3 A4 pages, including diagrams and figures.

The page limit excludes synopsis (or executive summary), bibliography and appendices. Footnotes, introduction, and conclusion should be included in the page limit. 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.

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 seminar leader 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 hardcopy of the case study is to be submitted by 4.00pm on the due dates (Friday 19th September for Stage 1, Friday 24th October for Stage 2). It is to be submitted to the School of Accounting Office in Quad 3109. 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 copy of your work.

- The title page should clearly indicate the names of your team members and their student numbers, your seminar leader and the time and location of your class. **Failure to do so will incur a 5-marks 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, elaborate binding and plastic covers are **not necessary, and will not result in extra marks**. Assignments that are not stapled or otherwise bind 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 <u>quality</u> 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 the total mark 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. <u>However, NO student's grade will exceed the mark assigned by your seminar leader. This will represent the UPPER CAP placed on the adjustment of your mark.</u>

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 | | <u>6</u> |
| | Total | 40 |

**STEP 3**: RELATIVE CONTRIBUTION

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

**STEP 4:**

| | |
|---|---|
| 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** |
| John | 7 | 5 | **12** |
| Zoe | 7 | 9 | **16** |
| Angelina | 7 | 5 | **12** |

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SCHOOL OF ACCOUNTING

**ACCT3583/3593 STAKEHOLDER VALUE MANAGEMENT**

**Session 2, 2003**

**SYNDICATE PEER EVALUATIONS**

***A copy of this form is to be submitted with your case submission in Week 11. 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, including yourself, 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. | | |

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

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## SESSION 2, 2003
## Presentation and Portfolio (10%)

## Week 14

Every syndicate is required to make a presentation, based on their case study of Colorado Group, during class in **Week 14**.

### Required:

Each syndicate must make a 15-minute presentation on Colorado Group. In particular, you are to assume the role of a consultant (internal or external). Your presentation is to be pitched to the senior management of Colorado Group. The purpose of your presentation is to provide a series of strategic recommendations to the senior management of Colorado Group, outlining the rationales for the strategic alternatives that you have selected (in part 3 of your written assignment). In addition, you are asked to comment on an **ADDITIONAL QUESTION to be announced in week 12**. You are to prepare a portfolio for senior management as a record of your presentation. (The portfolio is to be brief and will include a one-page overview of your presentation and a copy of your slides only.)

Five marks will be assigned for the content, quality, clarity, effectiveness and time-management of the 15-minute presentation, your responses provided to any questions asked, and the management portfolio. The remaining five marks will be assigned to content of your responses to **the additional question**.

Each member of the syndicate will receive the same mark. It is up to each syndicate to make the best use of its combined talents (i.e., some may be better doing the talking, others have strong design or content talents etc.) **However, all members must be present during the presentation.**

**You may want to refer to Week 1 Reading 3 (May and May 1999) for tips on effective presentation.**

### Resources:

If you require any resources, other than the boards and overhead projectors provided in the classroom, it is your responsibility to arrange these. Staff will <u>NOT</u> make data projectors available to students for this task.

**Submission Details:**

Your portfolio is to be submitted prior to the commencement of your presentation. Your seminar leader will allocate a particular time for your presentation during the regular class time in week 12.

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# Guidelines for Allocating Participation Marks

# (10%)

Each student will be assigned a participation mark ranging from 0 to 10. The following guide will be used when assigning participation marks. Participation marks will be finalised in Week 14.
Note that "class activities" refer to both verbal discussion and written submissions (during relevant weeks).

| MARK | GUIDE |
| --- | --- |
| 0 | • has failed to meet the 80% attendance requirement i.e., 8 complete seminars. |
| 1-2 | • has satisfied the attendance requirement but has not participated in class activities |
| 3-4 | • has satisfied the attendance requirement and has participated in team/class activities within the class room |
| 5-6 | • has satisfied the attendance requirement, participated in team/class activities and contributed to class room discussions |
| 7-8 | • has satisfied the attendance requirement, participated in team/class activities, participated in general class room discussions in particularly relevant and constructive ways |
| 9-10 | • has satisfied all the above and has demonstrated excellence in their contribution to the dynamics of the course |