Faculty of Commerce and Economics

School of Accounting

ACCT3583 STAKEHOLDER VALUE MANAGEMENT
ACCT3593 STAKEHOLDER VALUE MANAGEMENT (HONOURS)

COURSE OUTLINE
SESSION 2, 2006
1. COURSE STAFF
1.1 Staff Members and Contact Details

Contact details for lecturer-in-charge and teaching staff

<table>
<thead>
<tr>
<th>Teaching Staff</th>
<th>Room Number</th>
<th>Telephone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer-in-charge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ms. Linda Chang</td>
<td>Quad 3120</td>
<td>9385 5817</td>
</tr>
<tr>
<td>Lecturing Staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mr. Paul Andon</td>
<td>Quad 3093</td>
<td>9385 5821</td>
</tr>
<tr>
<td>Dr. Mandy Cheng</td>
<td>Quad 3125</td>
<td>9385 6343</td>
</tr>
<tr>
<td>Dr. Kar Ming Chong</td>
<td>Quad 3114</td>
<td>9385 5916</td>
</tr>
<tr>
<td>Honours Program Lecturer-in-charge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dr. Mandy Cheng</td>
<td>Quad 3125</td>
<td>9385 6343</td>
</tr>
</tbody>
</table>

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 on 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

<table>
<thead>
<tr>
<th>ACCT3583 Stakeholder Value Management Lecture Location</th>
<th>Lect No.</th>
<th>Day</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keith Burrows Theatre</td>
<td>Lect a</td>
<td>thu</td>
<td>09:00 - 11:00</td>
</tr>
<tr>
<td>Sir John Clancy Auditorium</td>
<td>Lect b</td>
<td>thu</td>
<td>14:00 -16:00</td>
</tr>
<tr>
<td>CLB 4</td>
<td>Lect c</td>
<td>thu</td>
<td>18:00 -20:00</td>
</tr>
</tbody>
</table>

Tutorial Times and locations can be found on WebCT.
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 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 prerequisites must have been satisfied – ACCT2522 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’s 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 about them, 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.

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 Thursday (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. Further, 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 14. 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 applying 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 https://my.unsw.edu.au/classutil/ACCT_S2.html#ACCT3583S2

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 mean 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 of Commerce and Economics Assessment Committee, and **not** the Head of School or the Lecturer-in-charge of this course.

5.2 Assessment Overview

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

<table>
<thead>
<tr>
<th>Assessment Item / Due date</th>
<th>Weight</th>
<th>Item Assesses Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>In class quiz (Week 4)</td>
<td>5%</td>
<td>1, 2, 3, 5, 9 and 11</td>
</tr>
<tr>
<td>Mid-session exam (Week 8)</td>
<td>20%</td>
<td>1, 2, 3, 5, 7, 8, 9, 10 and 11</td>
</tr>
<tr>
<td>Syndicate Case Study (due week 12)</td>
<td>15%</td>
<td>1, 6, 7, 8, 9, 10 and 12</td>
</tr>
<tr>
<td>Tutorial preparation</td>
<td>5%</td>
<td>1, 2, 3, 7, 8, 9, 10 and 11</td>
</tr>
<tr>
<td>Final examination</td>
<td>55%</td>
<td>1, 2, 3, 4, 5, 8, and 10</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
<td></td>
</tr>
</tbody>
</table>
In Class Quiz (5%)
An in-class quiz will be held during the Week 4 tutorial. The aim of this quiz is to provide you with on-going feedback relating to your understanding and learning progress within the course. The quiz will test mostly technical skills learned in this course, but also involve short questions where students need to apply their knowledge to different business contexts.

More information regarding the quiz will be distributed closer to the quiz date.

Mid-Session Exam (20%)
A mid-session exam of 1 hour duration will be held at the UNSW Square House between the hours of 9:00 – 11:00 am on 15th September (Friday) Week 8 (there is only ONE exam sitting). Students will be asked to respond to a series of questions based on topics covered up to and including Week 7 lectures and Week 8 tutorials. Further information regarding the mid session examination contents will be provided in a separate announcement.

The aim of this mid-session exam is to provide you with ongoing feedback relating to your understanding and learning progress within the course. The mid-session exam is aimed at testing both technical and analytical skills learned in this course.

Syndicate Case Study (15%)
The case study will be undertaken by syndicates of 5 students within the same tutorial group. The syndicate case study is due on 4pm, 20th October (Friday week 12). The composition of syndicates must be finalised by the end of week 5 tutorial (preferably earlier) and submitted to your tutorial leader in writing. Please note that it is the student’s responsibility to organise a syndicate. Details regarding the nature of the case study and its assessment will be provided in a separate announcement.

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.

Tutorial preparation (5%)
Your tutor will choose three weeks at random in which to review your written answers to the assigned tutorial homework questions. Your final homework preparation mark will comprise the two best reviews. Each review is worth a maximum of two marks (this will be scaled to a proportion of 5% at the end of the semester). The answers do not need to be 100% correct to receive full marks.
**Tutorial Preparation Marking Guideline:**

<table>
<thead>
<tr>
<th>Marks</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 marks</td>
<td>Significant attempt at all homework questions AND is able to explain/discuss the homework answers in class if called upon to do so</td>
</tr>
<tr>
<td>1 mark</td>
<td>Reasonable attempt at all homework questions</td>
</tr>
<tr>
<td>0 mark</td>
<td>Insignificant attempt or no attempt</td>
</tr>
</tbody>
</table>

Please note that:

- Your homework will not be reviewed if you are more than fifteen minutes late for your assigned tutorial.
- If you’re absent on the week of the review, you will need to provide suitable documentation for your absence before your tutor will agree to review your work at a later stage during the semester.
- If you know in advance that you are going to be absent from your assigned tutorial you may choose to show your homework to your tutor in their consultation time, prior to the tutorial in which the homework may be checked.
- Other tutors cannot review your work.

**Final Examination (55%)**

Students are required to sit a final examination paper in this course. The final examination will be of 3 hours duration and 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 14**.
5.3 Special Consideration and Supplementary Examinations
The School 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 School of Accounting;

- Applying for special consideration does **not** automatically mean that you will be granted additional assessment or that you will be awarded an amended result;

- If you are making an application for special consideration (through UNSW Central Administration) you **must** send details of your special consideration application to the Lecturer in Charge as well;

- Notification of supplementary exams will be sent via email by the Lecturer in Charge. Please do not contact the School Office.

Please note: Supplementary exams for the final exam and the mid-session exam will be held on the same day. If a supplementary exam is approved, there is only **ONE** opportunity to sit the exam. The preliminary supplementary exam date for ACCT3583 Stakeholder Value Management 2006 is **8 December 2006**.
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, website, 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, School of Accounting, Thomson Custom Publishing.**
- **Supplementary Reading Materials (2006) for ACCT3583/3593.**

Both the textbook and the Supplementary reading materials are available from the UNSW Bookshop from late July 2006.

Students enrolled in ACCT3593 Stakeholder Value Management (Honours) will receive additional readings during the Honours tutorials. The Lecturer-in-charge for ACCT3593 is Dr. Mandy Cheng (Quad 3125).

7.2 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 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. **If you have any difficulties with WebCT access, please contact Linda Chang (9385 5817, linda.chang@unsw.edu.au).**

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;
- Occupational Health and Safety policies and expectations;

For information and links relating to the above services and policies, please see [note School web pages where this information is presented]

8. CONTINUAL COURSE IMPROVEMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School 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](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 School are communicated to subsequent cohorts of students.
<table>
<thead>
<tr>
<th>Lecture Week</th>
<th>Date</th>
<th>Lecture Topics</th>
<th>Lecturer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>27th July</td>
<td>Introducing Stakeholder Value and its Management; and</td>
<td>Linda Chang</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Thinking Strategically about Organisations and their External Environments</td>
<td></td>
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<tr>
<td>2</td>
<td>3rd August</td>
<td>Thinking Strategically about Organisational Resources and their Combination</td>
<td>Linda Chang</td>
</tr>
<tr>
<td>3</td>
<td>10th August</td>
<td>Strategy Analysis and Formulation I</td>
<td>Paul Andon</td>
</tr>
<tr>
<td>4</td>
<td>17th August</td>
<td>Strategy Analysis and Formulation II</td>
<td>Paul Andon</td>
</tr>
<tr>
<td>5</td>
<td>24th August</td>
<td>Implementing strategy via performance management</td>
<td>Mandy Cheng</td>
</tr>
<tr>
<td>6</td>
<td>31st August</td>
<td>Managing Shareholder Relationships</td>
<td>Mandy Cheng</td>
</tr>
<tr>
<td>7</td>
<td>7th September</td>
<td>Managing Customer Relationships</td>
<td>Mandy Cheng</td>
</tr>
<tr>
<td>8</td>
<td>15th September</td>
<td>Mid-session Exam 20% (No lectures)</td>
<td>Kar Ming Chong</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Note: Week 8 tutorials will run as usual, and will be examinable in the Mid session exam)</td>
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</tr>
<tr>
<td>9</td>
<td>21st September</td>
<td>Managing Supplier Relationships (No Tutorials: You should use this time to work on your group assignment)</td>
<td>Kar Ming Chong</td>
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<tr>
<td></td>
<td></td>
<td>Mid-Session Break (23-29 September)</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>5th October</td>
<td>Managing Employee Relationships</td>
<td>Kar Ming Chong</td>
</tr>
<tr>
<td>11</td>
<td>12th October</td>
<td>Managing Community and Environmental Relationships</td>
<td>Kar Ming Chong</td>
</tr>
<tr>
<td>12</td>
<td>19th October</td>
<td>Strategic Risk Management</td>
<td>Kar Ming Chong</td>
</tr>
<tr>
<td>13</td>
<td>26th October</td>
<td>Management Control</td>
<td>Mandy Cheng</td>
</tr>
<tr>
<td>14</td>
<td>2nd November</td>
<td>Stakeholder Management Lecture and subject review</td>
<td>Linda Chang</td>
</tr>
</tbody>
</table>