



**University of Management and Technology**  
School of Commerce and Accountancy  
Quaid e Azam Campus

## Course Outline

<b>Course Title: <i>Advanced Performance Management</i></b> <b><i>(AC-399)</i></b>	
<b>Program</b>	<b><i>B Com H</i></b>
<b>Credits Hours</b>	3
<b>Duration</b>	15 Weeks / 30 Sessions
<b>Prerequisites</b>	Performance Management AC-390
<b>Resource Person</b>	
<b>Contact/Email</b>	

**Course Description:**

The syllabus of Strategic Management Accounting builds on the knowledge gained in “Performance Management”. This course equips the participants with more specialist capabilities which are covered on Strategic Management Accounting.

The syllabus introduces candidates to the strategic role of management accounting as a discipline for planning and controlling performance so that strategic object can be set, monitored and controlled. It also covers the impact of external factors on strategic management issues, such as macroeconomic, fiscal market and environment impacts on performance. From appreciating the strategic context of performance management and the impact of wider factors, the syllabus examines at an operational level, the issues relating to performance measurement system and their design.

The syllabus then moves from performance management system and their design to the scope and application of high level performance measurement techniques in variety of contexts, including not for profit organization and multinational business. Having covered the strategic aspects of performance management and operational system for the measurement and control of performance in a variety of contexts, candidates are then expected to synthesis this knowledge in the role of an advisor to senior management or independent clients on how to assess and control the performance of an entity, including the recognition of whether a business is facing difficulties or possibly failure. Finally, the syllabus deals with current development in performance and with emerging issues as they might affect or influence the management of performance within organizations.

**Learning Objectives:**

After studying this course the students will be able to:

1. Use strategic planning and control model to plan and monitor organizational performance.
2. Assess and identify relevant macroeconomic, fiscal and market factors and key external influences on organization performance.
3. Identify and evaluate the design features of effective performance management information and monitoring system.
4. Apply appropriate strategic performance management technique in evaluating and improving organizational performance

### Teaching-Learning Methodology:

- Lectures
- Recommended Text/Supplementary Texts
- Handouts
- Case Studies

### Recommended Text Book:

1. Study text- Advanced Performance Management (Paper P5) ACCA

Latest Edition

### Supplementary Text Books:

1. Strategic Management

Latest Edition

By: Fred R. David

### Assessment & Evaluation:

Quizzes	<b>15%</b>
Assignments	10%
Presentations	10%
Mid Term	<b>25%</b>
<u>End Term Exam</u>	<u><b>40%</b></u>
<b>Total:</b>	<b>100</b>

## SCHEDULE OF ACTIVITIES

Week	Contents/Topics to be Taught	Tasks/Activities
1	<p><b>Introduction to Strategic Management Accounting</b></p> <ul style="list-style-type: none"> <li>• Management Accounting information for strategic planning and control</li> <li>• Corporate planning and corporate objectives</li> <li>• Planning and control as strategic and operational levels</li> <li>• Organizational survival and life cycle issues</li> <li>• Strategic Management Accounting in multinational companies</li> <li>• SWOT analysis and performance management</li> </ul>	Course Outline Distribution
2	<p><b>Appraisal of alternative approaches to budgeting for control</b></p> <ul style="list-style-type: none"> <li>• Strengths and weaknesses of alternative budget models</li> <li>• Budgeting in not for profit making organizations</li> <li>• The behavioral aspect of budgeting for control</li> </ul>	
3	<p><b>Changes in business structure and Management Accounting</b></p> <ul style="list-style-type: none"> <li>• The changing business environment</li> <li>• Business structure and information needs</li> <li>• Network organizations</li> <li>• Business integration</li> <li>• Business process re-engineering</li> <li>• Activity based management</li> </ul>	Quiz 1
4	<p><b>Effects of Information Technology (IT) on modern Management Accounting</b></p> <ul style="list-style-type: none"> <li>• Information needs of manufacturing and service business</li> <li>• Instant access to data</li> <li>• Remote input of data</li> <li>• Developing management accounting system</li> </ul>	Assignment 1
5	<p><b>Management Accounting and Information System</b></p> <ul style="list-style-type: none"> <li>• Accounting information needs for planning, control and decision making</li> <li>• Information and management structure</li> <li>• Objectives of management accounting and management accounting information</li> <li>• Management accounting information within the management system</li> <li>• Open and closed system</li> <li>• Contingent factors</li> </ul>	
6	<p><b>Source of Management Information</b></p> <ul style="list-style-type: none"> <li>• Internal source of management information</li> <li>• External source of management information</li> </ul>	Assignment 2

7	<p><b>Recording and processing methods and Management reports</b></p> <ul style="list-style-type: none"> <li>• Recording and processing methods</li> <li>• Developments in IT and recording and processing system</li> <li>• Recording and processing qualitative data</li> <li>• Controls over generating and distributing internal information</li> <li>• Security</li> </ul>	Quiz 2
8	<b>MID TERM EXAMINATION</b>	
9	<p><b>Performance Hierarchy</b></p> <ul style="list-style-type: none"> <li>• Mission statement and vision</li> <li>• Goal and objectives</li> <li>• Corporate objectives</li> <li>• Subsidiary or secondary objectives</li> <li>• The short term and long term</li> <li>• Planning and control at different levels in the performance hierarchy</li> </ul>	
10	<p><b>Scope of strategic performance measures in private sector</b></p> <ul style="list-style-type: none"> <li>• The private sector : Shareholder benefits</li> <li>• Survival and growth</li> <li>• Profitability</li> <li>• Gearing</li> <li>• Liquidity</li> <li>• Short run and long run financial performance</li> <li>• Profits and share value</li> <li>• Comparisons of accounting figures</li> </ul>	Quiz 3
11	<p><b>Strategic Performance issue in complex business structures</b></p> <ul style="list-style-type: none"> <li>• Strategic models used in planning and assessing business performance</li> <li>• Criticism of performance indicators</li> </ul>	Assignment 3
12	<p><b>Scope of strategic performance measures in not for profit organizations</b></p> <ul style="list-style-type: none"> <li>• Diversity in objectives</li> <li>• Not for profit organizations</li> <li>• Achieving objectives in public sectors</li> <li>• Performance measurement in not for profit organization</li> <li>• Value of money</li> </ul>	Quiz 4
13	<p><b>Behavioral aspects of performance Measurement</b></p> <ul style="list-style-type: none"> <li>• Performance measurement system and behavior</li> <li>• Accountability</li> </ul>	

	<ul style="list-style-type: none"> <li>• Benefits and problems of performance measurements</li> <li>• Reward scheme and performance measurements</li> <li>• Management styles</li> </ul>	
14	<p><b>Alternative views of performance measurement</b></p> <ul style="list-style-type: none"> <li>• The balance scorecard</li> <li>• The performance pyramid</li> <li>• Building blocks</li> <li>• Points to consider</li> </ul>	Assignment 4
15	<p><b>Predicting and preventing corporate failure</b></p> <ul style="list-style-type: none"> <li>• Predicting business failure</li> <li>• Assessment of corporate prediction models</li> <li>• Performance improvement strategies and corporate failure</li> </ul>	Presentations
16	<b>END TERM EXAMINATION</b>	