

Course Outline

Accounting and Finance
School of Business & Economics

ACCT 4250 - **3.00** - Academic

Performance Management (Provisionally approved 8
November 2022-7 November 2023)

Rationale

ACCT 4250 is being revised so this course alone meets the transfer credit requirements for "Performance Management" in the CPA program. This course is required for admission to the CPA's Professional Education (PEP) program. This change will allow our Post-Baccalaureate Diploma in Accounting students to enter PEP with all possible transfer credit. Previously, they had to take additional courses to their 20-course post-baccalaureate diploma which was a financial burden and delayed their graduation.

Calendar Description

Building on ACCT 3250 Intermediate Management Accounting, students examine how effective corporate governance, strategic planning and development, risk management systems, analysis and provision of performance information, along with a variety of management techniques and monitoring tools are used to optimize a firm's performance. Topics include governance structure, strategic planning process, risk management, management information systems, methods for improving operating efficiency and effectiveness, quality management, change management, and performance monitoring tools.

Credits/Hours

Course Has Variable Hours: No

Credits: 3.00

Lecture Hours: 3.00

Seminar Hours: 0

Lab Hours: 0

Other Hours: 0

Clarify:

Total Hours: 3.00

Delivery Methods: (Face to Face)

Impact on Courses/Programs/Departments: Not applicable

Repeat Types: A - Once for credit (default)

Grading Methods: (S - Academic, Career Tech, UPrep)

Educational Objectives/Outcomes

1. Build corporate governance and incentive systems that minimize agency costs.
2. Establish appropriate environment, sustainability, and governance (ESG) goals for a firm.
3. Critique an organization's strategic plan including its mission, vision, core values and strategic objectives.
4. Develop an effective risk management system for a company.
5. Employ a variety of management techniques to help an organization achieve its strategic goals and maximize its overall efficiency and effectiveness.
6. Utilize different monitoring tools to measure a firm's success and provide feedback on how to improve its performance.

7. Evaluate an organization's reporting, business processes, and performance management systems.

Prerequisites

ACCT 3250-Intermediate Management Accounting
or equivalent with a minimum C-

Co-Requisites

Recommended Requisites

Exclusion Requisites

ACCT 4251-Advanced Management Accounting
BBUS 4250-Advanced Management Accounting

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Texts/Materials

Other

1. **Required** Materials provided by instructor

Student Evaluation

The Course grade is based on the following course evaluations.

Mid-terms and quizzes 30-50%

Cases, assignments, and simulations 10-30%

Final exam 40-50%

Students must pass the final exam to receive a passing grade for the course.

Course Topics

1. Governance Structure

- Reducing agency costs
- Role of the board and committees
- Audit committee
- Internal and external auditors' role in governance
- Responsibilities of the directors
- Effective corporate governance practices and shareholder rights
- Improved executive compensation systems
- Enhanced financial reporting

2. Compensation Systems

- Executive and director compensation systems
- Salaries and bonuses
- Long-term compensation systems

3. Corporate Social Responsibility

- Code of Professional Conduct and Code of Ethics
- Role of code of conduct and ethical values with respect to governance issues

- Stakeholder model
- Setting environment, sustainability, and governance (ESG) goals
- ESG monitoring, reporting, and incentives
- Triple Bottom Line

4. Strategic Planning Process

- Setting the mission, vision, and core values
- Developing strategic objectives
- Environmental scanning and industry analysis
- Political, economic, social, technological, environmental, Legal (PESTEL)
- Porter's Five Forces
- Value chain and industry analysis
- Strengths, weakness, opportunities, and threats (SWOT) analysis
- Managing growth
- Strategy formulation, evaluation, control, and performance management
- Framework for monitoring and evaluating financial and non-financial objectives

5. Risk management

- Types of enterprise risks
- Risk measurement, management, and monitoring
- Contingency planning
- Enterprise risk management (ERM) systems

6. Management Information Systems

- Information system design, acquisition, and development
- Information technology infrastructure
- Outsourcing IT
- Cloud computing
- Monitoring information systems

7. Methods for Improving Operational Efficiency and Effectiveness

- Business process management
- Business process re-engineering
- Customer relationship management
- Enterprise resource planning (ERP)

8. Quality Management

- Quality control and quality assurance
- Cost of quality
- Quality measurement systems

9. Change Management

- Process implementation
- Alternative evaluation

10. Performance Monitoring Tools

- Economic Value Added (EVA)
- Reporting systems and business processes and reliable financial reporting
- Source information and accounting implications
- Performance measurement and reporting

Methods for Prior Learning Assessment and Recognition

As per TRU Policy

Last Action Taken

Approve by Faculty Council Chairperson Lisa Lake

Awaiting Action

Awaiting Action by SPS Sub-Committee Chair

Current Date: 06-Mar-23