《高级业绩管理（英语）》教学大纲

课程编号：040694A

课程类型：□通识教育必修课 □通识教育选修课

□学科基础课 ■专业核心课

□专业提升课

总 学 时：64 讲课学时：64 实验（上机）学时：0

学　　分：4

考试类型：■考试 □考查

适用对象：会计学（国际会计）专业

□是 ■否 同意作为其他专业学生选修的专业拓展课

（类型为“通识教育必修课”“通识教育选修课”的课程不需勾选）

先修课程：Management Accounting, Performance Management

一、教学目标

*Advanced Performance Management* is an important advanced course in the ACCA program of international accounting studies. The aim of *Advanced Performance Management* is to help students, through the study of these topics, to develop:

1. AIM I: Relevant knowledge, skills and exercise professional judgement in selecting and applying strategic management accounting techniques in different business contexts.
2. AIM II: The ability to evaluate an organization’s performance and its strategic and operational development.
3. AIM III: Understanding of ideological and political view when evaluating an organization’s performance and its strategic and operational development. (了解思政观点在评估组织业绩及其战略和运营发展状况时所发挥的作用。)

二、教学内容及其与毕业要求的对应关系

**教学内容：**

*Advanced Performance Management* provides an in-depth study of five major areas of advanced performance management:

1. Strategic planning and control
2. Impact of risk and uncertainty on organizational performance
3. Performance measurement information systems and developments in technology
4. Strategic performance measurement
5. Performance evaluation and corporate failure

**教学方法和手段：**

*Advanced Performance Management* includes a number of topics which were covered in *Performance Management* but develops them further, and requires students to be able to apply them to more complex scenarios in the exam. During the teaching process, we will focus on:

1. Key term. Central concepts are highlighted and clearly defined.
2. Formula to learn. Boxed feature will highlight important formula which students need to learn.
3. Real world examples. These will give real examples to help demonstrate the concepts students are reading about.
4. Illustration. Illustrations walk through how to apply key knowledge and techniques step by step.
5. Activity. Activities give students essential practice of techniques covered in the chapter.
6. Exercise. Exercises suggest tasks which can be done to further your understanding.
7. Essential reading. Links to the essential reading are given throughout the chapter.

**学习要求：**

On successful completion of this course, students should be able to:

1. Use strategic planning and control models to plan and monitor organizational performance
2. Assess the impact of risk and uncertainty on organisational performance
3. Identify and evaluate the design features of effective performance management information and monitoring systems, and recognise the impact of developments in technology on performance measurement and management systems
4. Apply appropriate strategic performance measurement techniques in evaluating and improving organizational performance
5. Advise clients and senior management on strategic business performance evaluation and on recognizing vulnerability to corporate failure

**与毕业要求的对应关系：**

1. The consolidation of evaluating firm performance can enable graduates to master company’s strategic management and adapt to more demanding accounting-related fields.

2. The content related to real global examples can cultivate graduates’ international vision and improve their ability to work in international organizations.

3. The content of not-for-profit organizations can broaden the career choices of graduates.

三、各教学环节学时分配

**教学课时分配**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| 序号 | 章节内容 | 讲课 | 实验 | 案例 | 合计 |
| **1** | Strategic planning and control | **10** |  | **2** |  |
| **2** | Impact of risk and uncertainty on organizational performance | **8** |  | **2** |  |
| **3** | Performance measurement information systems and developments in technology | **12** |  | **2** |  |
| **4** | Strategic performance measurement | **16** |  | **2** |  |
| **5** | Performance evaluation and corporate failure | **8** |  | **2** |  |
| **合计** |  | **54** |  | **10** | **64** |

四、教学内容

**第一章Strategic planning and control**

教学内容：

* 1. Strategic management accounting
  2. Performance hierarchy
  3. Performance management and control
  4. Organizational change, environmental and ethical issues
  5. Core values of (Chinese) socialism dealing with environmental and ethical issues (中国社会主义核心价值观如何在涉及环境、道德问题的组织业绩评估中发挥作用)

教学重点、难点：

* 1. Strategic performance management. Strategic models and performance management. Impact of the external environment on performance. Changing role of management accountant.
  2. Mission and mission statements. Objectives. Relationship between objectives, CSFs and KPIs.
  3. Purpose of budgets. Approaches to budgets. Importance of variance analysis. Planning variances. Operational variances.
  4. Performance management if different business structures. Business management in service businesses. Business integration. Business process re-engineering. Stakeholders. Environmental management accounting.

课程的考核要求：

* 1. Explain the role of strategic performance management in strategic planning and control. Discuss the scope for potential conflict between strategic business plans and short-term localized decisions. Evaluate how models such as SWOT analysis, PEST, Boston Consulting Group, balanced scorecard, Porter’s generic strategies and 5 Forces may assist in the performance management process.
  2. Discuss how the purpose, structure and content of a mission statement impacts on performance measurement and management. Discuss how strategic objectives are cascaded down the organization via the formulation of subsidiary performance objectives.
  3. Evaluate the strengths and weaknesses of alternative budgeting models and compare such techniques as fixed and flexible, rolling, activity based, zero based and incremental. Evaluate different types of budget variances and how these relate to issues in planning and controlling organizations.
  4. Discuss how changing an organization’s structure, culture and strategy will influence the adoption of new performance measurement methods and techniques. Discuss the social and ethical issues that may impact on strategy formulation, and consequently, business performance.

复习思考题：

1. Training Co operates a network of accounting training centers throughout Europe, the US and Australia. The business intends to enter developing markets in order to drive growth and has now decided to enter Country, which is 7,500 kilometers from Training Co’s UK headquarters. In its present form, the management accounting information provided by Training Co’s Finance function is largely internally focused, covering areas such as cost and revenue variances. However, the board has suggested it will now require more externally focused management information in light of the move into Country X.

*Advise the board how strategic management accounting could help to support the implementation of Training Co’s strategy.*

1. Filin Co is considering a new product which is expected to have a limited market life of three years. The accounting team have forecast the following data associated with this product and calculated Filin’s traditional performance measure of product profit for the new product:

|  |  |  |  |
| --- | --- | --- | --- |
|  | 20X2 | 20X3 | 20X4 |
|  | $m | $m | $m |
| Revenue | 45.0 | 47.5 | 55.1 |
| Costs |  |  |  |
| Production costs | 26.8 | 26.1 | 28.6 |
| Marketing costs | 8.0 | 6.0 | 5.0 |
| Development costs | 5.6 | 3.0 | 0.0 |
| Product profit | 4.6 | 12.4 | 21.5 |

Subsequently, the following environmental costs have been identified from Filin Co’s general overheads as associated with the production of the new product.

|  |  |  |  |
| --- | --- | --- | --- |
|  | 20X2 | 20X3 | 20X4 |
|  | $m | $m | $m |
| Waste filtration | 2.7 | 2.7 | 2.7 |
| Carbon dioxide exhaust extraction | 1.7 | 1.8 | 1.8 |

Additionally, other costs associated with closing down and recycling the equipment involved in production and clearing up the site used for production are estimated at $18 million in 20X4.

*Evaluate the costing approach used for performance measurement compared to a life cycle costing approach, performing appropriate calculations.*

**第二章Impact of risk and uncertainty on organizational performance**

教学内容：

* 1. Impact of risk and uncertainty on performance management

教学重点、难点：

1. Uncertainty.
2. Risk.
3. Expected values.
4. Risk attitude.
5. Risk attitude and decision making.
6. Integrity during risk analysis (风险分析中的诚信问题)

课程的考核要求：

1. Assess the impact of the different risk appetites of stakeholders on performance management.
2. Evaluate how risk and uncertainty play an important role in long term strategic planning and decision-making that relies upon forecasts of exogenous variables.
3. Apply different risk analysis techniques in assessing business performance such as maximin, maximax, minimax regret and expected values.

复习思考题：

* 1. John must decide how best to use a monthly factory capacity of 1,200 units. His demand from regular customers is risky and as follows:

|  |  |
| --- | --- |
| Monthly demand (units) | Probability |
| 400 | 0.2 |
| 500 | 0.3 |
| 700 | 0.4 |
| 900 | 0.1 |

Regular customers generate contribution of $5 per unit. John has the opportunity to enter a special contract which will generate contribution of only $3 per unit. For the special contract John must enter a binding agreement now at a level of 800, 700, 500 or 300 units. John has partially calculated the following contributions (in $) at various contract and demand levels.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  |  | Special contract (units) | | | |
|  |  | 800 | 700 | 500 | 300 |
| Demand (units) | p |  |  |  |  |
| 400 | 0.2 | 4,400 | 4,100 | To be completed | 2,900 |
| 500 | 0.3 | 4,400 | 4,600 | To be completed | 3,400 |
| 700 | 0.4 | 4,400 | 4,600 | To be completed | 4,400 |
| 900 | 0.1 | 4,400 | 4,600 | To be completed | 5,400 |

*Advise John as to the optimal level of special contract to commit to every month, assuming his aim is to maximize profits.*

**第三章Performance management information systems and developments in technology**

教学内容：

* 1. Performance management information systems
  2. Sources of management information
  3. Recording and processing systems and technologies.
  4. Data analytics
  5. Management reports

1. Integrity when recording, processing and analyzing data (记录、处理、分析数据过程中的诚信问题)

教学重点、难点：

* 1. Performance management information systems
  2. Recording and processing data
  3. Big data and data analytics
  4. Management reports
  5. Integrated reporting

课程的考核要求：

1. Discuss the integration of management accounting information within an overall information system, for example the use of enterprise resource planning systems.
2. Demonstrate how the information might be used in planning and controlling activities e.g. benchmarking against similar activities.
3. Explain how information systems provide instant access to previously unavailable data that can be used for benchmarking and control purposes and help improve business performance.
4. Discuss the development of big data and its impact on performance measurement and management, including the risks and challenges it presents. Explore the role of the management accountant in providing key performance information for integrated reporting to stakeholders.

复习思考题：

* 1. An example of the sales information that Hydra Co (a bicycle retailer) currently produces for the board is shown below. This report is produced quarterly for each retail outlet; cost information is also provided by this is not shown below. Hydra’s stated mission is to become “the leading bicycle retailer in its country, by providing quality bicycles at a competitive price”.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Sales (£) | | | | |
|  | Actuals last year | Budget for current year | Forecast for current year | Latest quarter | Previous quarter |
| Men’s bikes | x | x | x | x | x |
| Ladies’ bikes | x | x | x | x | x |
| Children’s bikes | x | x | x | x | x |
| Parts | x | x | x | x | x |
| Clothing | x | x | x | x | x |
| Servicing | x | x | x | x | x |
| Total | x | x | x | x | x |

*Critically assess the existing performance report and suggest improvements.*

**第四章Strategic performance measurement**

教学内容：

* 1. Strategic performance measures in the private sector
  2. Divisional performance and transfer pricing issues
  3. Not-for-profit organizations
  4. Non-financial performance indicators
  5. The role of quality in management information and performance measurement systems
  6. Performance management and strategic HR management issues
  7. Other behavioral aspects of performance measurement
  8. Care for not-for-profit organizations and non-financial performance indicators, which reflects importance of firms’ social responsibility. (重视非盈利组织与非财务业绩表现指标，以体现企业社会责任的重要性。)

教学重点、难点：

1. Total shareholder return. Return on capital employed. Residual income. EBITDA. NPV/IRR/MIRR.
2. Cost center. Revenue center. Profit center. Investment center. Performance measurement. EVATM. Transfer prices. Bases of transfer pricing.
3. Objectives. Performance measurement in NFPOs. Value for money. Benchmarking and league tables.
4. Limitations of financial performance indicators. Non-financial performance indicators. Indicators relating to employees. Indicators relating to quality. Qualitative data. Brands and performance.
5. Just-in-time. Target costing. Kaizen costing. Total quality management. Quality management and costs of quality. Six Sigma.
6. HRM and strategy. Reward systems. Reward models. Problems of performance measurement. Management styles.
7. Balanced scorecard. Performance pyramid. Building block model. Activity-based management. Value-based management.

课程的考核要求：

1. Demonstrate why the primary objective of financial performance should be primarily concerned with the benefits to shareholders. Discuss appropriateness of different measures of performance. Describe, compute and evaluate performance measures relevant in a divisionalised organization structure. Identify and discuss the significance of non-financial performance indicators in relation to employees and product/service quality.
2. Compare and contrast short and long run financial performance and the resulting management issues.
3. Demonstrate and evaluate the use of alternative bases for transfer pricing. Explain and demonstrate issues that require consideration when setting transfer prices in multinational companies. Discuss and evaluate different methods of reward practices, including the potential beneficial and adverse consequences of linking reward to performance measurement.
4. Discuss how the combination of politics and the desire to measure public sector performance may result in undesirable service outcomes. Justify the need and assess the characteristics of quality in management information systems. Demonstrate how management style needs to be considered when designing an effective performance measurement system.

复习思考题：

1. EXTRACT FROM STATEMETN OF FINANCIAL POSITION FOR BASIL VO AS AT 31.12.X8

|  |  |
| --- | --- |
|  | $m |
| End of year |  |
| Total assets | 202.0 |
| Current liabilities | (112.0) |
|  |  |
| Beginning of year |  |
| Total assets | 189.0 |
| Current liabilities | (69.0) |

INCOME STATEMETN EXTRACT FOR BASIL VO AS AT 31.12.X8

|  |  |
| --- | --- |
|  | $m |
| Revenue | 275.1 |
| Cost of sales | (210.1) |
| Gross profit | 65.0 |
| Administrative expenses | (15.0) |
| Write off of goodwill | (35.0) |
| Operating profit | 15.0 |
| Interest payable | (3.0) |
| Profit before tax | 12.0 |
| Tax | (2.4) |
| Net profit | 9.6 |

Basil Co’s cost of capital is 8%. Operating profit is after charging depreciation of non-current assets of $24 million.

*Calculate the ROCE for Basil Co.*

1. Using the value-for-money framework, suggest some suitable aspects of performance to be included in objectives for the following NFPOs:
2. *A hospital*
3. *A waste management service responsible for the collection and disposal of household and commercial waste*
4. Identify possible solutions for the problems that have been identified in the previous section.
5. Tunnel vision
6. Myopia
7. Measure fixation
8. Misrepresentation
9. Misinterpretation
10. Ossification
11. MNOP plc is an IT consultancy that provides IT advice to a range of clients. MNOP classifies its customers into four main categories.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | M | N | O | P |
|  | $’000 | $’000 | $’000 | $’000 |
| Sales value | 1,000 | 3,000 | 850 | 1,200 |

MNOP employs ten full-time IT specialists who each deliver 1,500 chargeable hours per year and who are paid $60,000 per year. MNOP has estimated its other costs as follows:

|  |  |
| --- | --- |
|  | Costs |
|  | $’000 |
| Telephone support | 1,000 |
| After-sales service | 1,500 |
| Client meetings | 280 |
|  | 2,780 |

MNOP has reviewed its existing client database and determined the following four average profiles of typical clients:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | M | N | O | P | Total |
|  | $’000 | $’000 | $’000 | $’000 |  |
| Number of telephone queries | 20 | 480 | 50 | 250 | 800 |
| Number of visits | 3 | 21 | 4 | 8 | 36 |
| Number of meetings | 70 | 90 | 20 | 100 | 280 |
| Chargeable hours | 4 | 6 | 2 | 3 | 15 |

Previously MNOP used a single cost rate of $200 per hour for both in-house profit reporting and quotations for new contracts.

*Prepare calculations to show the profit attributed to each customer group using the current system of attributing costs.*

*Prepare calculations to show the profit attributed to each customer group using on activity-based system of attributing costs.*

*Discuss the differences between the costs attributed using ABC and those attributed by the current system and advise whether the change to the ABC system should be adopted.*

**第五章Performance evaluation and corporate failure**

教学内容：

* 1. Alternative views of performance measurement and management
  2. Strategic performance issues in complex business structures
  3. Predicting and preventing corporate failure
  4. Integrity during performance measurement and management, and corporate failure prediction and prevention (业绩度量与管理、企业弱点预测与防范中的诚信问题)

教学重点、难点：

1. Balanced scorecard. Performance pyramid. Building block model. Activity-based management. Value-based management.
2. Performance measurement. Service level agreements. Performance management. Virtual organizations. Supply chain management.
3. Quantitative models. Qualitative models. Key values for Z score. Key values for A score.

课程的考核要求：

1. Apply and evaluate the ‘balanced scorecard’ approach, the ‘performance pyramid’, as a way in which to improve the range and linkage between performance measures.
2. Evaluate and apply the value-based management approaches to performance management. Identify and discuss performance improvement strategies that may be adopted in order to prevent corporate failure.
3. Discuss the problems encountered in planning, controlling and measuring performance levels in complex business structures. Discuss the impact on performance management of the use of business models involving strategic alliances, joint ventures and complex supply chain structures.
4. Assess the potential likelihood of corporate failure, utilizing quantitative and qualitative performance measures and models. Assess and critique quantitative and qualitative corporate failure prediction models.

复习思考题：

1. MNOP plc is an IT consultancy that provides IT advice to a range of clients. MONP classifies its customers into four main categories.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | M | N | O | P |
|  | $’000 | $’000 | $’000 | $’000 |
| Sales value | 1,000 | 3,000 | 850 | 1,200 |

MNOP employs ten full-time IT specialists who each deliver 1,500 chargeable hours per year and who are paid $60,000 per year. MNOP has estimated its other costs as follows:

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| --- | --- |
|  | Costs |
|  | $’000 |
| Telephone support | 1,000 |
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| Client meetings | 280 |
|  | 2,780 |

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|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | M | N | O | P | Total |
|  | $’000 | $’000 | $’000 | $’000 |  |
| Number of telephone queries | 20 | 480 | 50 | 250 | 800 |
| Number of visits | 3 | 21 | 4 | 8 | 36 |
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Previously MNOP used a single cost rate of $200 per hour for both in-house profit reporting and quotations for new contracts.

*Prepare calculations to show the profit attributed to each customer group using the current system of attributing costs.*

*Prepare calculations to show the profit attributed to each customer group using on activity-based system of attributing costs.*

*Discuss the differences between the costs attributed using ABC and those attributed by the current system and advise whether the change to the ABC system should be adopted.*

1. Autoplus is a car manufacturer, based in Essland, specializing in environmentally friendly ‘hybrid’ cars (powered jointly by electric batteries and petrol.) Autoplus has invested heavily in developing its hybrid engines, and is now looking to expand. Although it s a relatively young company, it has already developed a favorable reputation for the quality and reliability of its cars. The majority of Autoplus shares are owned by two venture capitalist firms who are supporting its growth plans. The boad of Autoplus is considering entering into a joint venture with Carman, with each owning a 50% share of the venture. Carman is a large, well-estabilished car manufacturer based in Veeland, a neighbouring country to Essland with a rapidly growing market for environmentally friendly cars. Carman does not currently manufacture any hybrid vehicles, but it has spare capacity in its factory. Carman’s shareholders have been concerned about the company’s performance, with safety issues adversely affecting sales of two of its more popular models of cars in recent years.

*Discuss the potential problems with managing the performance of the joint venture if it goes ahead.*

1. Zorro is a manufacturer of fancy dress costumes. It has expanded rapidly in the last few years under the leadership of its autocratic chair and chief executive officer, Sally Maysmith. The company has developed a major new product range linked to the relaunch of a major film franchise, which has necessitated a large investment in new equipment. However, the recent share price performance has caused concern at board level and there has been comment in the financial press about the increased gearing and the strain that this expansion is putting on the company. A junior analyst in the company has correctly prepared a spreadsheet calculating the Z scores as follows:

|  |  |  |  |
| --- | --- | --- | --- |
|  | 20X8 | 20X9 | 20X0 |
| X1 Working capital/Total assets | -0.28 | -0.25 | -0.20 |
| X2 Retained earnings/Total assets | 0.12 | 0.21 | 0.21 |
| X3 Profit before interest and tax/Total assets | 0.16 | 0.09 | 0.05 |
| X4 Market value of equity/Total long-term debt | 1.62 | 0.95 | 0.60 |
| X5 Revenue/Total assets | 1.50 | 0.72 | 0.84 |
| Z score | 2.832 | 1.581 | 1.419 |

*Comment on the results in the junior analyst’s spreadsheep.*

五、考核方式、成绩评定

|  |  |
| --- | --- |
| Participation (60%) | Classroom performance and learning attitude (10%) |
| Assignment 1 (20%) |
| Assignment 2 (30%) |
| Assignment 3 (40%) |
| Final exam (40%) | Basic knowledge, basic methods, basic techniques, etc. (40%) |
| Scenario questions (60%) |

六、主要参考书及其他内容

1. Advanced Performance Management (APM), Workbook. UK: BPP Learning Media Ltd. 2020.
2. Advanced Performance Management (APM), Text and revision kit. UK: BPP Learning Media Ltd. 2020.
3. Advanced Performance Management (APM), Study text and exam kit. UK: Kaplan Publishing, 2020.
4. ACCA global website: https://www.accaglobal.com/
5. 中华人民共和国财政部，管理会计基本指引，2016.
6. 中华人民共和国财政部，管理会计应用指引，2018-至今.

执笔人签字：

教研室主任（或课程组组长、系主任）审核签字：

教学主管领导审核签字：