

# Subject outline

## CACC1510 Strategy and Performance

### 1. Administrative information

<b>Subject Code and Title</b>	CACC1510 Strategy and Performance		
<b>Duration</b>	7-week study period, including 6 study weeks and 1 final assessment week		
<b>AQF level</b>	Graduate Diploma – AQF Level 8		
<b>Credit points</b>	12 credit points		
<b>Result type</b>	Grade and Mark		
<b>Mode of delivery</b>	Online		
<b>Core/Elective</b>	Elective		
<b>Pre-requisites</b>	CACC1500 Ethics and Business is a pre or co-requisite		
<b>Assumed knowledge</b>	It is assumed that candidates have an understanding of management accounting, business acumen and economics. Further detail of the assumed knowledge is available in Chapter 0: Getting started in My Capability – Learn		
<b>Subject workload</b>	The expected self-directed workload for this subject is about 10 hours per week over 6 teaching weeks, excluding scheduled subject orientation and assessment. Candidates are expected to undertake a further 5 hours per week of personal study and assessment preparation across the 7-week study period. Candidates are advised to plan their enrolment carefully around work and other commitments to ensure they can devote the time required to their studies.		
	<b>Directed hours</b> (includes all directed learning, activities, whether facilitated or self-directed)	<b>Study and Assessment hours</b> (includes personal study, assessment preparation and assessment completion)	<b>Total subject hours</b>
	10 hours per week for 6 weeks (60 hours)	5 hours per week for 7 weeks (35 hours)	95 hours
<b>Pass requirements</b>	To pass the subject a candidate must complete and pass the assessment.		
<b>Subject leadership and teaching staff contact details</b>	Refer to the My Capability – Learn for this subject		
<b>CA Program contact details</b>	Phone: 1300 137 322 (within Australia) 0800 4 69422 (within New Zealand) +61 2 9290 5660 (outside of Australia) Email: <a href="mailto:service@charteredaccountantsanz.com">service@charteredaccountantsanz.com</a> Address: CA Program CA ANZ, 33 Erskine Street SYDNEY 2000 NSW		

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### 2. Subject description

Strategy and Performance is designed to provide a holistic understanding of the core concepts of strategy design and development with a strong emphasis on real-world application. On completion, candidates will be able to contribute and add value to the strategy development process through the application of business acumen and financial skills, providing key insights to evaluate, adapt and design organisational strategy.

Candidates will consider stakeholder value that is socially responsible, sustainable and financially sound to develop strategy using the Business Model Canvas and human centred design concepts. Candidates will also create measurement frameworks that monitor strategic performance on an ongoing basis.

Candidates will develop the skills required to present strategy in ways that influence decision making and gain stakeholder support.

### 3. Subject Learning Outcomes (SLOs) and how they align with Course Learning Outcomes (CLOs)

On successful completion of the subject candidates will be able to:

Subject Learning Outcomes	CLO1	CLO2	CLO3	CLO4	CLO5	CLO6	CLO7	CLO8
<b>SLO1</b> Advise on the development of strategy to enhance stakeholder value in changing environments					✓	✓	✓	
<b>SLO2</b> Critically review and adapt an organisation's existing strategy to take advantage of opportunities for improvement					✓	✓	✓	
<b>SLO3</b> Create a measurement framework to monitor an organisation's strategic performance	✓							
<b>SLO4</b> Effectively communicate recommendations to key stakeholders to support strategic proposals			✓					

The list of GradDipCA Course Learning Outcomes can be accessed online at <https://www.charteredaccountantsanz.com/become-a-member/course-descriptions/ca-program>

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### 4. Contribution to the development of Graduate Attributes (GAs)

This subject contributes to the following graduate attributes of the Graduate Diploma in Chartered Accounting (GradDipCA), with emphasis on:

- GA 1 Ethics and integrity
- GA 2 Critical thinking and judgement
- GA 3 Adaptive mindset
- GA 5 Communication
- GA 7 Problem-solving and decision-making

This list of Graduate Attributes for the GradDipCA can be accessed in the CA Program information available online.

### 5. Teaching and learning strategies

This subject has the following key learning components:

- A digital study guide that provides key information to support the central concepts of each subject topic,
- Interactive chapters that supplement the study guide and demonstrate how concepts can be applied in a range of contexts. Interactive chapters are provided via My Capability - Learn and may include videos, practice questions, articles, worked examples and activities.
- Case studies are used to support the application of knowledge and skills to real-world problems and issues.

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## 6. Learning and Teaching activities

Week	Chapter and topics	Learning and Teaching Activities	Effort and Assessment
1	<p><b>1. Modern strategy</b></p> <p>1.1 The changing strategy landscapes</p> <p>1.2 Modern strategy within the context of a technological revolution</p> <p>1.3 Strategic analysis</p> <p>1.4 The changing role of Chartered Accountants: From bean counters to business partners</p> <p><b>2. Designing strategy</b></p> <p>2.1 What is a design (or design thinking) approach?</p> <p>2.2 Empathy and being 'human-centred'</p> <p>2.3 Look (discovery)</p> <p>2.4 Think</p> <p>2.5 Do</p>	<p>Candidates complete the pre-subject assumed knowledge quiz on their readiness to undertake the subject and review prerequisite content they may wish to revise before subject commencement.</p> <p>Candidates review Study guide and associated online content for Chapter 1 and 2.</p>	<p>Directed study: 10 hrs</p> <p>Personal study and assessment preparation: 5 hrs</p>
2	<p><b>3. The Business Model Canvas</b></p> <p>3.1 The three lenses of business model innovation</p> <p>3.2 Building block 1: Customer segments</p> <p>3.3 Building block 2: Value propositions</p> <p>3.4 Building block 3: Channels</p> <p>3.5 Building block 4: Customer relationships</p> <p>3.6 Building block 5: Revenue streams</p> <p>3.7 Building block 6: Key resources</p> <p>3.8 Building block 7: Key activities</p> <p>3.9 Building block 8: Key partnerships</p> <p>3.10 Building block 9: Cost structure</p>	<p>Candidates review Study guide and associated content for Chapter 3.</p>	<p>Directed study: 10 hrs</p> <p>Personal study and assessment preparation: 5 hrs</p>

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Week	Chapter and topics	Learning and Teaching Activities	Effort and Assessment
3	<b>4. Evaluating strategy</b> 4.1 Elements of a successful strategy 4.2 Common mistakes in strategy 4.3 Customer segment evaluation 4.4 Value proposition evaluation 4.5 Channel evaluation 4.6 Customer relationships evaluation 4.7 Revenue stream evaluation 4.8 Key resources and key activities evaluation 4.9 Key partnerships evaluation 4.10 Cost structure evaluation	Candidates review Study guide and associated content for Chapter 4.	Directed study: 10 hrs Personal study and assessment preparation: 5 hrs
4	<b>5. Monitoring and measuring strategy</b> 5.1 Organisational goals and objectives 5.2 Strategic performance measures 5.3 Common performance measures for service providers 5.4 Common performance measures for manufacturers 5.5 Common performance measures for not-for-profits	Candidates review Study guide and associated content for Chapter 5.	Directed study: 10 hrs Personal study and assessment preparation: 5 hrs
5	<b>6. Presenting strategy with influence</b> 6.1 Fundamental principles for persuasive communication 6.2 Designing for success: Preparation 6.3 Building your influence 6.4 Writing a (compelling) business case 6.5 Presenting strategy in context	Candidates review Study guide and associated content for Chapter 6.	Directed study: 10 hrs Personal study and assessment preparation: 5 hrs

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Week	Chapter and topics	Learning and Teaching Activities	Effort and Assessment
6	<b>Case study application:</b> <ul style="list-style-type: none"> <li>• Current strategy</li> <li>• Strategic analysis</li> <li>• Feedback and insights</li> <li>• Value proposition (VP) canvas</li> <li>• Recommendations for improvement</li> <li>• Communicating strategy recommendations</li> </ul>	Candidates complete activities to apply their skills and knowledge to a case study organisation.  Candidates will review assessment information and begin preparing their assessment submission.	Directed study: 10 hrs Personal study and assessment preparation: 5 hrs
(7)		Candidates will review assessment information to prepare and submit assessment.	Personal study and assessment preparation: 5 hrs <b>Assessment due:</b> Written assignment and recorded presentation

## 7. Assessment tasks

Description	Assessment Type	Weighting	Week Due	SLO1	SLO2	SLO3	SLO4
<b>Assessment</b> There are two parts to this assessment that will be submitted together. <b>Part A: Written assignment</b> Candidates will review a case study and develop recommendations for the development of a strategy and a performance measurement framework for the organisation. <b>Part B: Recorded presentation</b> Candidates will submit a business case to communicate their recommendations to key stakeholders, along with a recorded video presentation to influence a key stakeholder to adopt their recommended strategy.	Written assignment Recorded presentation	100%	Week 7	✓	✓	✓	✓

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## 8. Assessment details

Detailed information about each subject assessment task is provided in the assessment overviews. All assessments are individual assessments unless stated otherwise.

## 9. Readings

The list of the required readings for the subject is below. Candidates must complete required readings to successfully complete the learning activities and assessment. All required readings are assessable.

### Required

Digital Study Guide for this subject.

### Recommended

Links to further recommended readings to extend candidate learning are provided via My Capability – Learn. These readings are not mandatory.

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Information applicable to all subjects

## 10. Learning resources and support materials

A range of online resources are provided in My Capability. These include the following:

- Digital study guide and/or other readings that candidates are directed to read.
- Videos, eLearns, quizzes, worked examples and practice questions that are interactive and support you in developing knowledge and skills.
- Subject quizzes to support self-assessment and reflection.
- Reflection activities.
- A list of task words used in the GradDipCA and their definitions, to help candidates understand what a question is asking and how to respond appropriately.
- Assumed knowledge support resources including a pre-subject diagnostic quiz, and links to resources to develop or refresh assumed knowledge (where applicable).
- Course announcements and notices.
- Links to additional course resources (eg LinkedIn Learning).
- Link to the GradDipCA course welcome page.
- Access to course help, contacts for teaching staff and candidate support services.
- Access to the CA ANZ Library.

Candidates should check My Capability regularly during the term for updates.

### Discussion forums

Throughout the program, candidates have access to several discussion forums which offer opportunities to connect with other candidates online, ask questions of teaching staff, and receive general course and subject updates. These forums include the following:

- Subject topic forums where candidates can ask specific technical questions related to subject content.
- Peer-to-peer forum where candidates can discuss issues with other candidates.
- Other forums where teaching staff leaders can post additional guidance for candidates.

Candidates may post questions to the discussion board and are expected to check their understanding for every post they make and respond to other posts to promote social learning. There is also a FAQs section in the discussion board, for candidate reference. Posts will be reviewed by teaching staff, who will provide further guidance and moderation as required. Generally, teaching staff will respond to a post within 2 business days.

### CA ANZ Library

All candidates are expected to make use of a library service to support their learning.

GradDipCA candidates are expected to make use of CA ANZ Library scholarly electronic databases, which include research databases, ejournals, magazine subscriptions, eBooks and other scholarly content from the EBSCO, CCH Wolters Kluwer, and ProQuest database services. For further details about CA ANZ library services go to: [www.charteredaccountantsanz.com/member-services/resource-centre/library-and-information-service](http://www.charteredaccountantsanz.com/member-services/resource-centre/library-and-information-service).

EBSCO Business Source Corporate (online journals database) provides access to journals, magazines, newspapers, trade publications, country reports and company profiles (see <https://www.ebsco.com/products/research-databases/business-source-corporate>). The main titles used from this database are The Australian Financial Review, Harvard Business Review, Strategic Finance, Taxation Today, Governance Directions. There are around 2000 different titles available.



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Information applicable to all subjects

## 11. Other required resources

Candidates will need frequent access to a personal computer that is connected to a reliable high-speed internet connection to successfully complete each subject. Depending on the requirements of the subject(s), candidates will require internet data to watch educational videos, access research and reading materials, complete online assessments, participate in discussion forums, chat groups, and virtual classes with other candidates, and complete learning activities. It is recommended that candidates use a reference management software such as EndNote, RefWorks or Mendeley during their studies, which can assist with document storage and formatting references.

It is recommended that candidates have access to LinkedIn Learning for the duration of their studies. For GradDipCA candidates, this can be accessed through the My CA website as part of their provisional membership benefits. For more details, see <https://www.charteredaccountantsanz.com/learning-and-events/learning/linkedin-learning>.

For all other candidates, a LinkedIn Learning subscription can be purchased via <https://www.linkedin.com/learning/>.

## 12. Fair assessment through moderation

Moderation describes a quality assurance process that ensures that assessments are appropriate to the learning outcomes, and that candidate work is consistently evaluated by assessors. CA ANZ's minimum standards for the moderation of CA Program assessment are described in the *CA Program Assessment and Grading Policy and Procedure*<sup>1</sup> available on the CA ANZ website.

## 13. Late penalties for assessment not submitted by due date

In accordance with the principles of equity and fairness where all candidates are afforded the same opportunities to demonstrate the achievement of learning outcomes, it is expected that all candidates will have the same time to prepare their assessments. It is therefore expected that, in ordinary circumstances, candidates will submit assessments in accordance with the published schedule for assessment submission.

The time and date that an assessment is submitted is recorded by CA ANZ. Assessment items submitted after the scheduled due date, without an approved extension, may be subject to late penalties. For further information, refer to the *Assessment and Grading Policy and Procedure* available on the CA Program Policy website.

**Please note** it is the candidate's responsibility to keep appropriate copies/backups of all assignments submitted for assessment.

## 14. Length/duration of assessments

Each assessment has length/duration requirements. These may be described as number of words<sup>2</sup> (eg written assignments), minutes (eg presentations), or other metrics as appropriate to the type of assessment. To ensure fairness, all candidates are held to the same standard in relation to the length/duration of an assessment. For these reasons, penalties are applied to assessments that exceed the notified length/duration as follows:

- Assessments that are up to 15% longer than approved length/duration. All material will be marked and no penalty will be applied.
- Assessments that are between 15% (10% before term 1 2023) and 25% longer than the approved length/duration: All material will be marked, and a 5% penalty will be applied to the final mark awarded. For example, if the assessment is to be marked out of 100 marks, then 5% of the available marks (i.e. 5 marks) will be deducted.
- Assessments that are more than 25% longer than the approved length/duration: Markers will only read and assess material up to 25% above the word limit and will apply a 5% penalty to the final mark. For example, if the assessment is to be marked out of 100 marks, then markers will assess the material up to 25% above the length/duration requirement only and will deduct 5% of the available marks (ie 5 marks) from the mark awarded.

1 All of the policies governing the CA Program are available on the CA ANZ website at <https://www.charteredaccountantsanz.com/become-a-member/ca-program-policies>

2 Word count for Term 1 2023 and subsequent terms includes all text submitted for the entire assessment. This includes, but is not limited to, all text on the cover page, all text through the body of the submission including headings, tables, citations, quotes, footnotes, etc., the reference list/bibliography, and appendices. For Term 4 2022 and in prior terms the reference list was not included in the word count.

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Information applicable to all subjects

## 15. Referencing style

Candidates should use the Harvard referencing style in their assignment submissions. Information about the Harvard Referencing Style can be found in the Knowledge Centre.

## 16. CA Program policies and candidate Code of Conduct

All CA Program candidates are bound by the CA Program Candidate Code of Conduct. Candidates are expected to adhere to this code, including when making statements about the CA Program in public forums, including social media platforms. To read these policies, go to <https://www.charteredaccountantsanz.com/become-a-member/ca-program-policies>.

## 17. Enrolment

It is each candidate's responsibility to ensure that they are correctly enrolled in each subject. Enrolment can be checked through My Capability where candidates can also print an enrolment advice.

## 18. Special Consideration and Fit to Sit/Submit

CA ANZ gives special consideration to candidates whose performance is demonstrated to be affected by unexpected, serious circumstances beyond their control, such as misadventure, accident, or illness, to ensure that assessment of all candidates is equitable and fair while also ensuring that learning outcomes are achieved to a satisfactory level.

A candidate who accesses, sits and/or submits an assessment on time, or on the scheduled date, is however considered to be declaring that they are 'fit to sit/submit' and will not be eligible to claim special consideration for that assessment. For details of the requirements for special consideration and 'fit to sit/submit' please refer to the *Candidate Assessment and Grading Policy and Procedure* and *Special Consideration Guidance Notes for Candidates*.

Candidates who have existing disabilities, health issues, learning needs, and other CA ANZ recognised accessibility needs may instead be eligible for reasonable adjustments as detailed in the *Candidate Accessibility and Inclusion Policy and Procedure*. CA Program policies can be found at <https://www.charteredaccountantsanz.com/become-a-member/ca-program-policies>.

## 19. Academic integrity

Academic integrity refers to the ethical standards that underpin all aspects of academic work to ensure its authenticity, validity and credibility, and to actions in relation to learning and assessment that are aligned with values of honesty, trust, fairness, respect, responsibility, and courage. CA ANZ is committed to promoting and safeguarding a culture of academic integrity and to eliminating academic dishonesty and other forms of academic misconduct, such as cheating (including contract cheating), plagiarism, collusion, falsification or fabrication of data, and copyright infringement. CA ANZ has robust processes for identifying and investigating possible breaches of academic integrity and applies penalties to cases of proven academic misconduct.

The *CA Program Candidate Academic Integrity Policy and Procedure* explains the principles and processes that concern academic integrity and the handling of allegations of academic misconduct in the CA Program. This policy is available on the CA ANZ website. It is every candidate's responsibility to ensure that they understand the principles of academic integrity outlined in the *CA Program Candidate Academic Integrity Policy and Procedure* and behave accordingly so that their behaviour does not constitute, or facilitate, academic misconduct. To ensure that candidates understand their academic integrity obligations CA ANZ requires that all candidates complete the compulsory Academic Integrity Module and Academic Integrity Assessment before completing any assessment in the CA Program.

### Plagiarism and plagiarism monitoring

Plagiarism is a form of academic misconduct that occurs when the work or intellectual property of another person is presented as one's own without appropriate acknowledgement or referencing. Plagiarism is a serious offence.

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CA ANZ uses the Turnitin plagiarism software to help candidates ensure that their assignments do not contain plagiarised material and to help staff detect plagiarism in submitted work. Candidates can submit draft assignments to Turnitin for feedback concerning textual similarity or authoring issues before submitting the assignment for marking. This means that any issues that are detected can be corrected before submitting the assignment for assessment.

In accordance with the *CA ANZ Candidate Academic Integrity Policy and Procedure*, all assignments that are submitted for assessment may be subject to textual similarity review by Turnitin.com to detect plagiarism<sup>3</sup>.

## 20. Candidate support and assistance

CA ANZ offers a range of services to support learning success. These include:

- Learning support service
- Accessibility assistance service
- Counselling service
- Other wellbeing services

For further details, including information on emergency contacts, go to <https://www.charteredaccountantsanz.com/become-a-member/ca-program-policies> and refer to the *Candidate Support, Health, Wellbeing, Safety and Advocacy Information* and the *CAP Assistance for Candidates Policy*.

## 21. Candidates' rights and responsibilities

It is the responsibility of every candidate to be aware of all relevant legislation, codes, guidelines, policies and procedures relating to their rights and responsibilities as a candidate. These include:

- The *CAP Candidate Code of Conduct*
- The *CA Program Candidate Academic Integrity Policy and Procedure*
- The *CA Program Assessment and Grading Policy and Procedure*
- The *CA Program Enrolment Terms and Conditions*
- The *CA Program Candidate Diversity, Equity and Inclusion Statement*.

For more information, go to <https://www.charteredaccountantsanz.com/become-a-member/ca-program-policies>.

## 22. Feedback

We seek candidate feedback to assist in the continuous improvement of this subject and encourage all candidates to provide feedback through the *Candidate Satisfaction Survey (CSS)* at the end of the subject. Information from the CSS, and the changes implemented in response to CSS feedback are reported to the Teaching and Learning Panel of the CA ANZ Education Board each term.

## 23. Parallel teaching statement

This subject may involve parallel teaching with individuals undertaking other learning pathways to full CA ANZ membership.

## 24. Disclaimer

This subject outline may be updated from time to time. To ensure candidates have the correct version, they should check the subject welcome page in My Capability at the beginning of the term.

<sup>3</sup> Use of the Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com site.