

Subject outline

CACC2504 Strategy and Business Performance

1. Administrative information

Subject Code and Title	CACC2504 Strategy and Business Performance		
Duration	9-week study period, including 8 study weeks and 1 final assessment week		
AQF level	Graduate Diploma – AQF Level 8		
Credit points	15 credit points		
Result type	Grade and Mark		
Mode of delivery	Online		
Core/Elective	Core		
Pre-requisites	CACC1500 Ethics and Business is a pre-requisite CACC1501 Risk and Technology is a pre-requisite		
Assumed knowledge	It is assumed that candidates have a good understanding of management accounting and applied finance. Further detail of the assumed knowledge is available in Chapter 0: Getting started in My Capability – Learn.		
Subject workload	The expected self-directed workload for this subject is about 10 hours per week over 8 teaching weeks, excluding scheduled subject orientation and assessment(s). Candidates are expected to undertake a further 5 hours per week of personal study and assessment preparation across the 9-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.		
	Directed hours (includes all directed learning, activities, whether facilitated or self-directed)	Study and Assessment hours (includes personal study, assessment preparation and assessment completion)	Total subject hours
	10 hours per week for 8 weeks (80 hours)	5 hours per week for 9 weeks (45 hours)	125 hours
Pass requirements	<p>To pass the subject a candidate must:</p> <ul style="list-style-type: none"> • complete all assessments* • pass the final (hurdle) assessment • pass the subject overall. <p>* the impact on a candidate's result of a failure to attend the workshop will be limited to zero marks for the workshop.</p>		
Subject leadership and teaching staff contact details	Refer to the My Capability – Learn site for this subject		
CA Program contact details	Phone: 1300 137 322 (within Australia) 0800 4 69422 (within New Zealand) +61 2 9290 5660 (outside of Australia) Email: service@charteredaccountantsanz.com Address: CA Program CA ANZ, 33 Erskine Street SYDNEY 2000 NSW		

Subject outline

CACC2504 Strategy and Business Performance

2. Subject description

This subject is concerned with equipping candidates with skills for critiquing the performance of a business and supporting business decision-making. The ability to critique the performance of a business and provide advice in the execution of business strategy is an essential skill for Chartered Accountants. In this subject, candidates evaluate quantitative and qualitative data using tools to analyse business performance. They also analyse financial and non-financial factors and use Microsoft Excel that incorporates sensitivity analysis to support business investment decisions. Candidates then evaluate funding options to support these investment decisions. By engaging in activities and assessments related to a case study, candidates develop and demonstrate skills for communicating their insights and recommendations to a variety of audiences.

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
SLO1 Critically evaluate an organisation's performance in relation to its strategy and develop or improve performance measurement frameworks	✓	✓	✓		✓	✓		
SLO2 Advise on investment and funding options to support business decision-making	✓	✓	✓		✓	✓		
SLO3 Communicate appropriately with stakeholders about an organisation's performance and provide advice to support decision-making			✓		✓			
SLO4 Apply an ethical approach in assessing business performance and decision-making	✓		✓				✓	

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

Subject outline

CACC2504 Strategy and Business Performance

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 4 Accounting technical expertise
- GA 5 Communication
- GA 6 Collaboration and relationships
- GA 7 Problem-solving and decision-making
- GA 8 Digital and data acumen

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.
- A diagnostic pre-subject assumed knowledge quiz, which provides candidates with insight into any assumed knowledge gaps. This will direct candidates to revise the assumed knowledge content where gaps in discrete skills and knowledge are identified. This content will be available to candidates throughout the program.
- 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, case studies, worked examples and other interactive activities.

Subject outline

CACC2504 Strategy and Business Performance

6. Learning and Teaching activities

Week	Chapter and topics	Learning and Teaching Activities	Effort and assessment
1	1. Strategic foundations of business performance 1.1 Strategic performance 1.2 Strategic key performance indicators	Candidates complete the pre-subject assumed knowledge quiz and receive feedback on their readiness to undertake the subject, and guidance on any prerequisite content they may wish to review before subject commencement. Candidates review study guide topics and complete online activities in My Capability – Learn.	Directed study: 10 hrs Personal study and assessment preparation: 5 hrs
2	1. Strategic foundations of business performance 1.3 Strategic dashboard reporting 1.4 Developing and communicating information and advice	Candidates review study guide topics and complete online activities in My Capability – Learn.	Directed study: 10 hrs Personal study and assessment preparation: 5 hrs
3	2. Managing and monitoring business performance 2.1 Integrating strategy into business planning 2.2 Working capital management	Candidates review study guide topics and complete online activities in My Capability – Learn.	Directed study: 10 hrs Personal study and assessment preparation: 5 hrs
4	2. Managing and monitoring business performance 2.3 Segment profitability analysis 2.4 Target costing, supply chain analysis and outsourcing 2.5 Analysing performance and reporting	Candidates review study guide topics and complete online activities in My Capability – Learn. Candidates prepare for assessment 1.	Directed study: 10 hrs Personal study and assessment preparation: 5 hrs
5	2. Managing and monitoring business performance 2.5 Analysing performance and reporting (cont)	Candidates review study guide topics and complete online activities in My Capability – Learn.	Directed study: 10 hrs Personal study and assessment preparation: 5 hrs Assessment 1 due: Written submission

Subject outline

CACC2504 Strategy and Business Performance

Week	Chapter and topics	Learning and Teaching Activities	Effort and assessment
6	3. Strategic decision-making for business improvement 3.1 Navigating uncertainty: sensitivity analysis in business decisions 3.2 Capital budgeting and investment decisions	Candidates review study guide topics and complete online activities in My Capability – Learn. Candidates complete the specified workshop pre-work activities. Candidates attend a virtual 2-hour compulsory workshop.	Directed study: 10 hrs Personal study and assessment preparation: 5 hrs Assessment 2: Workshop
7	3. Strategic decision-making for business improvement 3.3 Overview of business valuations	Candidates review study guide topics and complete online activities in My Capability – Learn.	Directed study: 10 hrs Personal study and assessment preparation: 5 hrs
8	4. Assessing financing options 4.1 Capital structure 4.2 Dividend policy 4.3 Sources of finance	Candidates review study guide topics and complete online activities in My Capability – Learn. Candidates receive case study information and begin preparing for assessment 3.	Directed study: 10 hrs Personal study and assessment preparation: 5 hrs
(9)		Candidates submit assessment 3.	Personal study and assessment preparation: 5 hrs Assessment 3 due: Written submission

Subject outline

CACC2504 Strategy and Business Performance

7. Assessment tasks

Description	Assessment Type	Weighting	Week Due	SLO1	SLO2	SLO3	SLO4
Assessment 1 – Written submission Candidates apply their knowledge to discrete, scenario-based questions relating to topics covered in weeks 1-4.	Written submission	30%	Week 5	✓		✓	
Assessment 2 – Workshop Candidates participate in a virtual workshop to communicate with peers.	Workshop communication	10%	Week 6	✓		✓	
Assessment 3 – Written submission The final (hurdle) assessment is a written assignment. Candidates apply their knowledge to scenario-based questions that support strategic business decisions.	Written submission	60%	Week 9	✓	✓	✓	✓

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 readings for the subject is provided via My Capability - Learn. Candidates must complete required readings to successfully complete the learning activities and assessments. All required readings are assessable.

Required

Links to required readings are provided via My Capability - Learn.

Recommended

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

Subject outline

Information applicable to all subjects

10. Learning resources and support materials

A range of online resources are provided in My Capability - Learn. 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 - Learn 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.

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 2,000 different titles available.

Subject outline

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 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*¹ 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 words² (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% 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 includes all text submitted for the entire assessment, unless indicated otherwise'. 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.

Subject outline

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 – Learn 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 (whether human written or generated by artificial intelligence) is presented as one's own without appropriate acknowledgement or referencing. Plagiarism is a serious offence.

Subject outline

Information applicable to all subjects

CA ANZ uses the Turnitin 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.

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 plagiarism³.

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 *CA Program Candidate Code of Conduct*
- The *CA Program Candidate Academic Integrity Policy and Procedure*
- The *CA Program Candidate Assessment and Grading Policy and Procedure*
- The *CA Program Enrolment Terms and Conditions*
- The *CA Program Candidate Diversity, Equity, Inclusion and Fair Treatment 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 *CA Program Subject Feedback Survey* (SFS) at the end of the subject. Information from the SFS, and the changes implemented in response to SFS 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 – Learn at the beginning of the term.

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