UNSW Course Outline

ACCT5920 Managing Intangible Resources - 2024

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General Course Information

Course Code : ACCT5920
Year : 2024
Term : Term 1
Teaching Period : T1
Is a multi-term course? : No
Faculty : UNSW Business School
Academic Unit : School of Accounting, Auditing and Taxation
Delivery Mode : In Person
Delivery Format : Standard
Delivery Location : Kensington
Campus : Sydney
Study Level : Postgraduate
Units of Credit : 6

Useful Links

[Handbook](#) [Class Timetable](#)

Course Details & Outcomes

Course Description

This course seeks to understand the intangible resources of a business from a management, accounting, and audit perspective. The gap between the market value of firms and the capitalisation of assets in the balance sheet highlights the value that investors are prepared to

attribute to the "intangible resources" of many organisations (such as financial service, consulting, software development and e-commerce companies). The value generating potential of such organisations is often attributed to intangible resources, and competencies in managing such resources.

The traditional accounting system is often however both unable and unwilling to represent in explicit financial terms the value of intangible resources. Based on the premise that long term value creation is best achieved by leveraging from intangible resources, this course aims to identify what these intangible resources are and to examine their role in achieving a competitive advantage.

The course explores performance measurement frameworks that seek to credibly represent intangible resources. For example, the Balanced Scorecard and other methodologies that seek to meaningfully measure and evaluate intangibles. The intangible resources captured within such frameworks and how they are meaningfully measured is examined.

Course Aims

The aim of this course is to make intangible resources 'visible', as well as consider the challenges of measurement. Pragmatic approaches for the effective management and measurement of intangible resources are investigated. Students will engage with the issues in real industry examples.

Traditional financial statements (such as the balance sheet and profit and loss statement) fail to identify competitively significant intangible organisational resources, such as intellectual capital, organisational reputation and brand-names, knowledge-sharing, and a capacity for innovation and creativity etc. Consequently, conventional accounting procedures do not make 'visible' significant drivers of contemporary organisational performance. However, senior executives and managers of contemporary organisations are becoming increasingly aware of the importance of these so-called 'invisible' or 'intangible' resources. Intangible resources reside in the competencies of individual organisational participants, networks of intra- and inter-organisational relationships, and the structural legacies of these competencies and relationships.

Relationship to Other Courses

Traditional financial statements (such as the balance sheet and profit and loss statement) fail to identify competitively significant intangible organisational resources, such as intellectual capital,

organisational reputation and brand-names, knowledge-sharing, and a capacity for innovation and creativity etc. Consequently, conventional accounting procedures do not make visible significant drivers of contemporary organisational performance. However, senior executives and managers of contemporary organisations are becoming increasingly aware of the importance of these so-called invisible or intangible resources. These resources reside in the competencies of individual organisational participants, networks of intra- and inter-organisational relationships, and the structural legacies of these competencies and relationships. Google, Apple, Facebook, Amazon Corporation etc. are examples of large companies that must successfully leverage from these resources to create value for many stakeholders. A key aim of this course is to make these intangible resources visible, consider the challenges of measurement and then to determine pragmatic approaches for their effective management and measurement. Students will engage with these issues in real industry examples throughout the course especially in the group assignment and individual essay

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Describe and analyse tangible and intangible resources.	• PLO1 : Business Knowledge
CLO2 : Explain the significance of intangible resources to contemporary organisations and explain critical differences in market capitalisation values and book values.	• PLO1 : Business Knowledge • PLO3 : Business Communication
CLO3 : Analyse how various tangible and intangible resources can combine to create unique competitive strengths.	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO6 : Global and Cultural Competence
CLO4 : Competently classify organisational resources using globally accepted tools and frameworks incorporating responsible business practices.	• PLO1 : Business Knowledge • PLO2 : Problem Solving
CLO5 : Apply global tools and frameworks that seek to effectively measure and evaluate both tangible and intangible resources in contemporary organisations.	• PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence
CLO6 : Reflect critically on meaningful measurement frameworks for measuring and evaluating intangible resources.	• PLO2 : Problem Solving • PLO3 : Business Communication • PLO6 : Global and Cultural Competence
CLO7 : Construct written work which is logically and professionally presented.	• PLO2 : Problem Solving • PLO3 : Business Communication
CLO8 : Communicate ideas in a succinct and clear manner for a business context.	• PLO3 : Business Communication
CLO9 : Collaborate effectively and display collaborative skills in teamwork.	• PLO4 : Teamwork • PLO7 : Leadership Development

Course Learning Outcomes	Assessment Item
CLO1 : Describe and analyse tangible and intangible resources.	• Assessment 1: Verbal Presentation • Assessment 3: Written Case Study Report
CLO2 : Explain the significance of intangible resources to contemporary organisations and explain critical differences in market capitalisation values and book values.	• Assessment 1: Verbal Presentation
CLO3 : Analyse how various tangible and intangible resources can combine to create unique competitive strengths.	• Assessment 2: Written Report and Verbal Presentation • Assessment 1: Verbal Presentation
CLO4 : Competently classify organisational resources using globally accepted tools and frameworks incorporating responsible business practices.	• Assessment 2: Written Report and Verbal Presentation • Assessment 3: Written Case Study Report
CLO5 : Apply global tools and frameworks that seek to effectively measure and evaluate both tangible and intangible resources in contemporary organisations.	• Assessment 2: Written Report and Verbal Presentation • Assessment 3: Written Case Study Report
CLO6 : Reflect critically on meaningful measurement frameworks for measuring and evaluating intangible resources.	• Assessment 3: Written Case Study Report
CLO7 : Construct written work which is logically and professionally presented.	• Assessment 2: Written Report and Verbal Presentation • Assessment 3: Written Case Study Report
CLO8 : Communicate ideas in a succinct and clear manner for a business context.	• Assessment 1: Verbal Presentation • Assessment 2: Written Report and Verbal Presentation
CLO9 : Collaborate effectively and display collaborative skills in teamwork.	• Assessment 2: Written Report and Verbal Presentation

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

At university, the focus is on your self-directed search for knowledge. Seminars, course readings, exams and other resources are all provided to help you learn. You are therefore required to attend all seminars, and read all required readings in order to fully grasp and appreciate the concepts introduced in this course.It is up to you to choose how much work you do in each part of the course: preparing for seminars, completing assignments, and, seeking assistance or extra work to extend and clarify your understanding.You should choose an approach that best suits your

learning style and goals in this course. Seminar questions and self-study questions are provided to guide your learning process.

Other Professional Outcomes

This course will equp you with excellent communication skills (written and verbal). Additionally, you will develop leadership and teamwork skills.

Additional Course Information

This course is taught via a weekly Seminar which is compulsory. Attendance will be taken each week.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Assessment 1: Verbal Presentation Assessment Format: Individual	20%	Due Date: TBA	• PLO3 : Business Communication • PLO1 : Business Knowledge • PLO2 : Problem Solving
Assessment 2: Written Report and Verbal Presentation Assessment Format: Group	30%	Due Date: TBA	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO6 : Global and Cultural Competence • PLO4 : Teamwork • PLO7 : Leadership Development
Assessment 3: Written Case Study Report Assessment Format: Individual	50%	Due Date: TBA	

Assessment Details

Assessment 1: Verbal Presentation

Assessment Overview

Individual assessment though completed in groups.

Storytelling is a powerful tool for business executives. Students will have an opportunity to present in class. The aim is to prepare and execute an innovative presentation that conveys significant issues relating to any topic in the course. In doing so, students are required to present in such a way that a compelling story is told. Students also develop strategies to get your audience involved. More details of this assessment will be provided during the term.

Assesses: PLO1, PLO2, PLO8

<u>Course Learning Outcomes</u>

- CLO1 : Describe and analyse tangible and intangible resources.
- CLO2 : Explain the significance of intangible resources to contemporary organisations and explain critical differences in market capitalisation values and book values.
- CLO3 : Analyse how various tangible and intangible resources can combine to create unique competitive strengths.
- CLO8 : Communicate ideas in a succinct and clear manner for a business context.

<u>Detailed Assessment Description</u>

This assignment is completed collaboratively in teams though individually assessed. More information to be provided in class.

<u>Assessment Length</u>

TBA

<u>Assessment information</u>

More information will be provided in class and in a detailed assessment document.

<u>Assignment submission Turnitin type</u>

This is not a Turnitin assignment

Assessment 2: Written Report and Verbal Presentation

<u>Assessment Overview</u>

This written assignment provides an opportunity for students to conduct applied research in relation to a contemporary global business environment, analysing the importance of intangible resources to a global brand organisation. Students will then apply measurement frameworks and methodologies to evaluate these resources critically. This assignment will be conducted in syndicates of approximately 5 students. More details of this assessment will be provided during the term.

Students will also make a presentation on the chosen company in the written report. Details of the assignments are appended in a separate document. distributed early in the term.

Assesses: PLO2, PLO3, PLO4

<u>Course Learning Outcomes</u>

- CLO3 : Analyse how various tangible and intangible resources can combine to create unique competitive strengths.
- CLO4 : Competently classify organisational resources using globally accepted tools and

frameworks incorporating responsible business practices.
- CLO5 : Apply global tools and frameworks that seek to effectively measure and evaluate both tangible and intangible resources in contemporary organisations.
- CLO7 : Construct written work which is logically and professionally presented.
- CLO8 : Communicate ideas in a succinct and clear manner for a business context.
- CLO9 : Collaborate effectively and display collaborative skills in teamwork.

Detailed Assessment Description

More info to be provided in a separate assessment document which is discussed in detail in class.

Assessment Length

To be advised

Assessment information

More information will be provided in class and ina separate detailed assessment document.

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

Assessment 3: Written Case Study Report

Assessment Overview

Students will be asked to analyze and compare the intangible resource profile of Exponential Organizations that incorporate the following types of attributes:

- A higher aspirational purpose for the organisation
- Real-time performance metrics which are accessible to everyone in the organisation
- Flatter organisation with multi-disciplinary teams and decentralized authority
- Driven by rapid prototyping, failure, an iterative adaptation based on agile methodologies.
- Collaborative work culture with transparency and connectedness

This task requires students to demonstrate their understanding of extant research and concepts studied throughout the course and their ability to critically apply those concepts.

Assesses: PLO1, PLO2, PLO3, PLO5

Course Learning Outcomes

- CLO1 : Describe and analyse tangible and intangible resources.
- CLO4 : Competently classify organisational resources using globally accepted tools and frameworks incorporating responsible business practices.
- CLO5 : Apply global tools and frameworks that seek to effectively measure and evaluate both

tangible and intangible resources in contemporary organisations.

- CLO6 : Reflect critically on meaningful measurement frameworks for measuring and evaluating intangible resources.
- CLO7 : Construct written work which is logically and professionally presented.

Detailed Assessment Description

More info to be provided in a separate assessment document which is discussed in detail in class.

Assessment information

More detail will be provided in class and in a detailed separate assessment document.

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

General Assessment Information

As a student at UNSW you are expected to display academic integrity in your work and interactions. Where a student breaches the UNSW Student Code with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the Working with Academic Integrity module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

You are expected to complete all assessment tasks for your courses in the School of Accounting, Auditing & Taxation. In some courses, there will be a minimum pass mark required on the final exam due to the need to assure individual mastery of specific course learning outcomes for accounting accreditation requirements. Where applicable this is explained in the assessment section of this course outline.

Grading Basis

Standard

Requirements to pass course

In order to pass this course, you must:

- achieve a composite mark of at least 50 out of 100;
- meet any additional requirements described in the Assessment Summary section.

You are expected to attempt all assessment requirements in the course.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 12 February - 18 February	Seminar	Introduction to Managing Intangible Resources:Multi-Disciplinary Perspectives of Intangibles Within Accounting Participation in class activities
Week 2 : 19 February - 25 February	Seminar	Intangibles, their Importance, the Drivers of Change and Characterising Intangible Resources Participation in class activities
Week 3 : 26 February - 3 March	Seminar	Intangibles: Measurement Frameworks - The Balanced Scorecard Participation in class activities
Week 4 : 4 March - 10 March	Seminar	Intangibles: Measurement Frameworks Continued Participation in class activities
Week 5 : 11 March - 17 March	Seminar	Reputational Capital (Measuring & Managing Customer Relationships) Participation in class activities
Week 6 : 18 March - 24 March	Seminar	Intangibles: Evaluation and Measurement (Financial Accounting and Audit). Assignment 1 (Presentation 1) due in class.
Week 7 : 25 March - 31 March	Seminar	Human Capital (Measuring & Managing Employee Relationships and Engagement) 1. Part 1 Team Presentation Presentation 2 due in Seminars 2. Part 2 Team Report due Wednesday 12 April. Peer review is used for the written report.
Week 8 : 1 April - 7 April	Seminar	Managing Knowledge Within Contemporary Organisations: Part 1 Presentation 1 Due Participation in class activities
Week 9 : 8 April - 14 April	Seminar	Managing Knowledge Within Contemporary Organisations: Part 2 Presentation 2 (Team Assignment Due in Class)
Week 10 : 15 April - 21 April	Seminar	Conclusion to Managing Intangible Resources Discussion of Major Individual Assignment Individual Report Due End of Term - Date TBA This assignment requires extensive research and your work should commence several weeks before the due date to ensure successful completion on time.

Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

General Schedule Information

Week 1. Introduction to Managing Intangible Resources - a MultiDisciplinary Perspectibe

Week 2. Intangibles, their Importance, the Drivers of Change

Week 3. Intangibles: Measurement Frameworks Part 1

Week 4. Intangibles: Measurement Frameworks Part 2

Week 5. Reputational Capital

Week 6. Evaluation & Measurement (Assignment 1 Presentation due in class)

Week 7. Human Capital

Week 8. Managing Knowledge Part 1

Week 9. Managing Knowledge Part 2 (Assignment 2 Presentation Due in class)

Week 10. Conclusion to Managing Intangible Resources

Course Resources

Prescribed Resources

Readings - will be posted on Moodle for each week's topic.

This Course uses Moodle and the login URL for Moodle. Under the course code ACCT5920.

You are required to have a zPass to access the website. In addition, you must also be enrolled in the course to access the website. Please note that students are responsible for updating themselves on any information that appears on Moodle. This course also uses the OpenLearning Platform (OLP).During the session, you must: Maintain your official student email address and ensure that it does not have an Over Quota problem;

Check your assessment marks and inform your seminar leader of any discrepancies or problems; Update and download Powerpoint Seminar slides and other additional materials. Information provided on Moodle includes: Announcements; Assessment results; and Course-related administrative matters (such as detailed assessment. information provided), class readings, case studies etc.

Recommended Resources

N/A

Additional Costs

N/A

Course Evaluation and Development

Your feedback in this course is extremely valuable. Feedback will be collected via formal and informal sources.

These are:

1. Formal feedback. Students will be encouraged to complete the MyExperience survey.

2. Informal feedback. Students are invited to offer informal feedback during class and or via email.

Based on past feedback from MyExperience, the major assignment due date is now later in the Semester (due now end of Week 11 insteda of week 8 to allow more time. More case study materials have also been incorporated into this course as aligned with student feedback.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Head lecturer	Natalie B uckmaster		Quad	Use email address above.	Before class and during class breaks. Students ccan contact their lecturer anytime at n.buckmaster@unsw.edu.au and a response will be given with 24 hours.	No	Yes

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct

- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support](#) page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support](#) page. For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

Academic Honesty and Plagarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control

interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW Current Students page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW Current Students page). Applications will not be accepted by teaching staff. The lecturer-in-charge/ course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under "Special

Consideration" on the [key policies and support](#) page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).

- Students in the **School of Information Systems & Technology Management** should also refer to this page.

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the myExperience survey, which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the Class Timetable website for the most up-to-date teaching times and locations.

School Contact Information

The policies regarding staff contact in the School of Accounting, Auditing and Taxation are as follows:

- All questions regarding course administration should be directed to the Lecturer-in-charge.
- The full-time staff will be available for consultation starting from Weeks 2 to 10 and STUVAC period.
- Consultation hours will be advised on the course Moodle page in a consolidated timetable.
- Students are encouraged to consult with staff during online consultation sessions. Consultation will not be provided via email or phone.
- Consultation times during STUVAC period will likely vary to the regular consultation during Term and be posted on the course webpage later in the Term.

While emails to staff should be a rare occurrence as noted above, in instances where it is warranted, please make sure that:

- You use your UNSW email address when corresponding with the teaching staff on this course. Emails from other addresses (such as Hotmail, Gmail, Yahoo, 126, QQ, etc.) are not accepted and will not be replied to.
- You must use an appropriate communication level with staff. Emails and discussion forum posts that use short-hand and "Texting" language are not acceptable, and communication must be in English. If your email cannot be understood then staff will not reply.
- You must identify yourself by your full name, student ID and tutorial day and time.
- Please be aware that Staff will not necessarily reply to students to inform them if their emails are non-compliant.
- Full-time teaching staff only answer emails during regular working hours of Monday to Friday 9am-5pm. Tutoring staff often have other jobs and require 48 hours within regular business office hours to reply to emails.

Complaints about the assessment and other aspects of this course should be directed in the first instance to the Lecturer-in-Charge (or Course Convenor) and if still unsatisfied with the response received then you are directed to contact the School of Accounting, Auditing & Taxation Grievance Officer, details available here: https://www.unsw.edu.au/business/our-schools/accounting-auditing-taxation/contact-us