



# ACCG330

## Strategic Management Accounting

S1 Day 2015

*Dept of Accounting & Corporate Governance*

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

Unit Convenor

Kevin Baird

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E4A209

Tuesdays 5-6pm

Credit points

3

Prerequisites

39cp including (ACCG201 or ACCG301)

Corequisites

Co-badged status

Unit description

This unit further develops the concepts and techniques covered in ACCG200 and ACCG301. This unit provides a systematic and critical analysis of the issues related to the integration of management accounting and control systems with strategy implementation. Strategy is initially discussed as a topic in its own right, followed by an examination of how various strategic choices affect management accounting techniques such as activity-based accounting, variance analysis, and performance evaluation. By the end of this unit students should be able to analyse complex situations and develop approaches that are logical, consistent and defensible from a strategic perspective. The unit uses case studies extensively to develop graduate capabilities centred upon higher order critical analysis skills and the ability of students to generate a range of effective alternative options and innovative solutions to case-based scenarios.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

Critically analyse and evaluate different organisational strategies.

Explain the influence of strategy on the design of management accounting systems.

Analyse complex situations and develop approaches that are logical, consistent and defensible from a strategic perspective.

Recognise the important role of advanced costing systems, performance evaluation, and incentive systems within organisations.

Develop skills in analysing and interpreting case based scenarios with a view to making appropriate recommendations.

Demonstrate effective oral and written communication. Express and justify viewpoints, and articulate them in a group setting.

## Assessment Tasks

Name	Weighting	Due
<u>Assessed Coursework</u>	15%	Due in weekly seminars
<u>Class Tests</u>	45%	Week 5 seminar & 2nd June
<u>Assignment</u>	15%	5pm Tuesday 26th May
<u>Class Participation</u>	25%	Ongoing

### Assessed Coursework

Due: **Due in weekly seminars**

Weighting: **15%**

Weekly assignments will be collected and assessed randomly by tutors (at 3 out of the 12 seminars). Each assignment will be awarded a mark out of 5 (i.e. 15%). These assignments will be marked based on the content and accuracy of your answers with feedback to be provided in respect to each assignment. Your tutor will randomly determine which weeks that the assignments will be collected.

Extensions and penalties - assignments are due in seminars and will not be accepted after the seminar. A mark of zero will be awarded. If illness or unavoidable circumstances prevents submission student must apply for Special Consideration.

On successful completion you will be able to:

- Critically analyse and evaluate different organisational strategies.
- Explain the influence of strategy on the design of management accounting systems.
- Analyse complex situations and develop approaches that are logical, consistent and defensible from a strategic perspective.
- Recognise the important role of advanced costing systems, performance evaluation, and

incentive systems within organisations.

- Develop skills in analysing and interpreting case based scenarios with a view to making appropriate recommendations.
- Demonstrate effective oral and written communication. Express and justify viewpoints, and articulate them in a group setting.

## Class Tests

Due: **Week 5 seminar & 2nd June**

Weighting: **45%**

Two class tests will be held.

Class test No. 1 will be held during the normal Week 5 seminar and is worth 20% of the assessment. This test will last one (1) hour including reading time.

Class test No. 2 will be worth 25% of the assessment and will last 75 minutes. This test will be held on **Tuesday 2nd June**. The exact time of the test will be determined later and students will be advised in a unit website announcement. Please note that this test may not be held during your normal seminar time.

Additional information will be provided prior to each test.

Extensions and penalties - If student do not attend the scheduled class tests then a mark of zero will be awarded. If illness or unavoidable circumstances prevents attendance then students can apply for Special Consideration.

On successful completion you will be able to:

- Critically analyse and evaluate different organisational strategies.
- Explain the influence of strategy on the design of management accounting systems.
- Analyse complex situations and develop approaches that are logical, consistent and defensible from a strategic perspective.
- Recognise the important role of advanced costing systems, performance evaluation, and incentive systems within organisations.
- Develop skills in analysing and interpreting case based scenarios with a view to making appropriate recommendations.
- Demonstrate effective oral and written communication. Express and justify viewpoints,

and articulate them in a group setting.

## Assignment

Due: **5pm Tuesday 26th May**

Weighting: **15%**

This assignment is to be conducted on a group basis. The groups must consist of students enrolled in the same seminar and consist of groups of 4-5 students.

Submissions will take place via the Turnitin link provided on the unit iLearn site. Further information about this task and submissions will be provided separately in the assessment guide.

Extensions and penalties - assignments are due at 5pm on Tuesday 26th May. Late assignments will be penalised at the rate of 10% of the marks available per day late. If illness or unavoidable circumstances prevents submission student can apply for Special Consideration. However, please note if such circumstances arise students should discuss these circumstances with the unit coordinator as soon as possible.

On successful completion you will be able to:

- Critically analyse and evaluate different organisational strategies.
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- Develop skills in analysing and interpreting case based scenarios with a view to making appropriate recommendations.
- Demonstrate effective oral and written communication. Express and justify viewpoints, and articulate them in a group setting.

## Class Participation

Due: **Ongoing**

Weighting: **25%**

The group based presentation accounts for 10% of the total assessment and will consist of each group making a 15 minute presentation covering each of the questions in the assignment. Please refer to the assessment guide for full details. Seminar participation - students are expected to actively participate in class discussions. The quality of seminar participation (15%) will be assessed by staff using the criteria outlined in the assessment guide.

Extensions and penalties - the due date of the group presentation will be determined in consultation with staff in the first few weeks of session. If students fail to attend on the assigned a mark of zero will be awarded for the presentation. If illness or unavoidable circumstances prevents attendance student must apply for Special Consideration. In respect to seminar participation if students are absent from class due to illness they should also apply for Special Consideration.

On successful completion you will be able to:

- Critically analyse and evaluate different organisational strategies.
- Explain the influence of strategy on the design of management accounting systems.
- Analyse complex situations and develop approaches that are logical, consistent and defensible from a strategic perspective.
- Recognise the important role of advanced costing systems, performance evaluation, and incentive systems within organisations.
- Develop skills in analysing and interpreting case based scenarios with a view to making appropriate recommendations.
- Demonstrate effective oral and written communication. Express and justify viewpoints, and articulate them in a group setting.

## Delivery and Resources

### Classes

Students should attend three hours of face-to-face teaching per week consisting of a three hour seminar.

Please note that any changes to seminar classes must be made online through e-student. Students wishing to change their seminar time should log on to e-student and enrol in a class where there is a vacancy. Staff members **WILL NOT** deal with seminar changes unless there are exceptional circumstances. It is each student's responsibility to know which seminar group they have been allocated to. **Students will not be awarded any class marks unless they attend the class in which they are formally enrolled.**

If on a rare occasion students are unable to attend the class in which they are enrolled they may attend an alternative class during the week. If this occurs they should get the tutor to sign and date their assignment at the end of the class and then pass the assignment on to their regular teacher. This should not occur frequently as the failure to attend the seminar in which you are formally enrolled will impact on the participation mark awarded. The timetable for classes can be found on the University web site at: <http://www.timetables.mq.edu.au/>

### Required and Recommended texts and/or materials

There is no required text for this unit.

Readings and other required materials, including power point slides, will be placed on the unit

webpage.

### Technology Used and Required

- There is no technology required other than the use of the unit website.

### Unit web page

The web page for this unit can be found at: <https://ilearn.mq.edu.au> . This page will contain important information including: lecture slides, additional readings and announcements. All material will be in Adobe format (\*.pdf files) which can be downloaded free from the internet.

### Changes made to previous ACCG330 offering

The topics have been rearranged to provide a more balanced workload for students across the session. Slight adjustments have been made to the weightings of the assessment tasks.

## Unit Schedule

### ACCG330 Strategic Management Accounting

#### Seminar Program

	Seminar (week commencing)	Topic	Readings (see unit webpage)
Week 1	Seminar 1 (23 February)	Introduction and course overview Introduction to Strategic Management Accounting	Unit Guide Hopper, Northcott & Scapens (2007)
Week 2	Seminar 2 (2 March)	Strategic Process and Strategic Analysis	Porter (2008)
Week 3	Seminar 3 (9 March)	Strategy and Management Control	Su et al. (2012)

Week 4	Seminar 4 (16 March)	Strategic change and strategic flexibility Beyond budgeting	Hope and Fraser (2003); Steele and Albright (2004)
Week 5	Seminar 5 (23 March)	<b>Class Test No. 1 (in seminars)</b> Activity based costing	Optional Revision**
Week 6	Seminar 6 (30 March)	Assessing and managing performance over the value chain	Atkinson et al. (2007)
<b>SESSION BREAK (3rd – 19th April)</b>			
Week 7	Seminar 7 (20 April)	Financial measures of performance	
Week 8	Seminar 8 (27 April)	Non-Financial measures of performance	
Week 9	(4 May)	<b>NO CLASSES WILL BE HELD THIS WEEK TO GIVE STUDENTS TIME TO WORK ON ASSIGNMENT</b>	
Week 10	Seminar 9 (11 May)	Incentive compensation systems	
Week 11	Seminar 10 (18 May)	Strategic and behavioural aspects of capital expenditure evaluations	Clancy et al. (1982); Shank and Govindarajan (1992)
Week 12	Seminar 11 (25 May)	Control Problems and Practices in Multi-National Organizations	Anthony & Govindarajan (2007, pp. 678-696)
Week 13	Seminar 12 (1 June)	<b>Class test No. 2 – Tuesday 2nd June</b>	

\*You can refer to Chapter 14 (\*\*Chapter 8) of the following text or any other management accounting textbook: Langfield-Smith, K. Thorne, H. and Hilton, R. (2009 or 2012). Management Accounting: Information for Creating and Managing Value, McGraw-Hill, Sydney. NB This was the text used in ACCG200.



## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy [http://mq.edu.au/policy/docs/grievance\\_management/policy.html](http://mq.edu.au/policy/docs/grievance_management/policy.html)

Disruption to Studies Policy [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html) *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student\\_conduct/](https://students.mq.edu.au/support/student_conduct/)

## Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit [ask.mq.edu.au](http://ask.mq.edu.au).

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide

appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

### Learning outcomes

- Critically analyse and evaluate different organisational strategies.
- Explain the influence of strategy on the design of management accounting systems.
- Analyse complex situations and develop approaches that are logical, consistent and defensible from a strategic perspective.
- Recognise the important role of advanced costing systems, performance evaluation, and incentive systems within organisations.
- Develop skills in analysing and interpreting case based scenarios with a view to making appropriate recommendations.

### Assessment tasks

- Assessed Coursework
- Class Tests
- Class Participation

## Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate

and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

## **Learning outcomes**

- Critically analyse and evaluate different organisational strategies.
- Analyse complex situations and develop approaches that are logical, consistent and defensible from a strategic perspective.
- Develop skills in analysing and interpreting case based scenarios with a view to making appropriate recommendations.

## **Assessment tasks**

- Assessed Coursework
- Class Tests
- Assignment
- Class Participation

## **Problem Solving and Research Capability**

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

## **Learning outcomes**

- Critically analyse and evaluate different organisational strategies.
- Analyse complex situations and develop approaches that are logical, consistent and defensible from a strategic perspective.
- Develop skills in analysing and interpreting case based scenarios with a view to making appropriate recommendations.

## **Assessment tasks**

- Assessed Coursework
- Assignment
- Class Participation

## Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

### Learning outcomes

- Explain the influence of strategy on the design of management accounting systems.
- Analyse complex situations and develop approaches that are logical, consistent and defensible from a strategic perspective.
- Develop skills in analysing and interpreting case based scenarios with a view to making appropriate recommendations.
- Demonstrate effective oral and written communication. Express and justify viewpoints, and articulate them in a group setting.

### Assessment tasks

- Assessed Coursework
- Class Tests
- Assignment
- Class Participation

## Research and Practice and Global and Sustainability

This unit addresses global and sustainability issues as direct areas of study and as necessary implications arising from the materials, assessment and academic discussion and debate in classes/seminars. We promote sustainability by developing ability in students to research and locate information within the accounting discipline. We aim to provide students with an opportunity to obtain skills which will benefit them throughout their career.

The unit materials have a reference list at the end of each chapter/module/text containing all references cited by the author. These provide some guidance to references that could be used to research particular issues.

This unit uses research by Macquarie University researchers:

\* Su, S. X., Baird, K. M., & Schoch, H. P. (2013). Management control systems from an organisational life cycle perspective : the role of input, behaviour and output controls. *Journal of Management & Organization*, 19 (5), 635-658.

\* Su, S., Baird, K., and Schoch, H. (2012). The use of controls from an organizational life cycle perspective: interactive versus diagnostic approaches. Extract from working paper.

This unit uses research from external sources

- \* Porter, M. (2008). The five competitive forces that shape strategy. Harvard Business Review, January, pp. 78-93.
- \* Hope, J. and Fraser, R. (2003). Who needs budgets? Harvard Business Review, February, pp. 108-115.
- \* Steele, R. and Albright, C. (2004). Games managers play at budget time. Sloan Management Review, Spring, pp. 81-84.
- \* Clancy, D., Collkins, F. and Chatfield, R. (1982). Capital budgeting: The behavioural factors. Cost and Management, Sept-Oct, pp. 28-32.
- \* Shank, J. K. & Govindarajan, V. (1992). Strategic cost analysis of technological investments. Sloan Management Review, Vol. 34 No. 1, pp. 39-51.