



# ACCG8308

## CPA - Strategic Management Accounting

Session 1, Special circumstance 2021

*Department of Accounting & Corporate Governance*

### Contents

---

<a href="#"><u>General Information</u></a>	2
<a href="#"><u>Learning Outcomes</u></a>	3
<a href="#"><u>Assessment Tasks</u></a>	3
<a href="#"><u>Delivery and Resources</u></a>	6
<a href="#"><u>Unit Schedule</u></a>	8
<a href="#"><u>Policies and Procedures</u></a>	10

#### **Disclaimer**

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

#### **Notice**

As part of [Phase 3 of our return to campus plan](#), most units will now run tutorials, seminars and other small group activities on campus, and most will keep an online version available to those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face activities for your unit, please go to [timetable viewer](#). To check detailed information on unit assessments visit your unit's iLearn space or consult your unit convenor.

## General Information

Unit convenor and teaching staff

Unit Convenor

Leisa Henness

[leisa.henness@mq.edu.au](mailto:leisa.henness@mq.edu.au)

Contact via Contact via email

Consultation hours to be advised via ilearn

Unit Moderator

Ranjith Bala Appuhamilage

[ranjith.appuhamilage@mq.edu.au](mailto:ranjith.appuhamilage@mq.edu.au)

Credit points

10

Prerequisites

(40cp at 6000 level and (ACCG921 or ACCG8121) and (ACCG923 or ACCG8123) and (ACCG926 or ACCG8126) and admission to MProfAcc or MProfAccgLead) or admission to MAdvProfAcc and 10cp at 8000 level

Corequisites

Co-badged status

Unit description

This unit provides extended formal academic support to students concurrently enrolled in the Strategic Management Accounting unit of the CPA program. Specifically, the unit offers a strong theoretical and practical knowledge and understanding of the strategic importance of management accounting. It emphasises the importance of correct understandings of environmental and organisation analysis. It stresses that management accounting must provide the correct knowledge that is critically important for effective decisions by management. In the increasingly competitive global business environment this knowledge includes not only financial issues but vitally important environmental and social concerns. The unit identifies the 'strategic management accountant' as a key member of organisation strategy development teams. It discusses the importance of the strategic management accountant acting as a moral compass within organisations being a key player involved in corporate social responsibility measurement and reporting and stakeholder recognition.

## 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:

**ULO1:** Investigate strategic management decision making in order to demonstrate how management accounting is essential to the creation, management and enhancement of value within entities and for societies.

**ULO2:** Integrate and apply the correct accounting tools and processes relevant to the selection, planning, implementation, control and monitoring of ongoing operations and of unique projects.

**ULO3:** Assess the characteristics of value chain analysis at both industry and organisational levels in order to ensure the design and construction of effective value adding strategies and activities and effective value drivers and value chains within an entity.

**ULO4:** Formulate ethical strategic and corporate social responsibility related performance measurement and controls systems within an entity and for the benefit of society generally.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#"><u>Class Participation</u></a>	15%	No	Various - detailed information on ilearn
<a href="#"><u>Class test 1</u></a>	20%	No	Week 4 - date and window TBA
<a href="#"><u>Class Test 2</u></a>	35%	No	Week 10- date and window TBA
<a href="#"><u>CPA External Exam</u></a>	30%	No	CPA exam period ( 7- 25 April)

### Class Participation

Assessment Type <sup>1</sup>: Participatory task

Indicative Time on Task <sup>2</sup>: 13.5 hours

Due: **Various - detailed information on ilearn**

Weighting: **15%**

Students are required to prepare and submit homework submissions which are graded, and attend and actively participate in class. Class participation is designed to encourage and help students achieve the learning outcomes of this unit.

On successful completion you will be able to:

- Investigate strategic management decision making in order to demonstrate how management accounting is essential to the creation, management and enhancement of value within entities and for societies.
- Integrate and apply the correct accounting tools and processes relevant to the selection, planning, implementation, control and monitoring of ongoing operations and of unique projects.
- Assess the characteristics of value chain analysis at both industry and organisational levels in order to ensure the design and construction of effective value adding strategies and activities and effective value drivers and value chains within an entity.
- Formulate ethical strategic and corporate social responsibility related performance measurement and controls systems within an entity and for the benefit of society generally.

## Class test 1

Assessment Type <sup>1</sup>: Quiz/Test

Indicative Time on Task <sup>2</sup>: 15 hours

Due: **Week 4 - date and window TBA**

Weighting: **20%**

An online class test comprising multiple-choice questions and extended-response questions will be conducted during class time. This test is designed to provide feedback to students on their level of understanding of key topics and concepts covered, and to identify any particular learning challenges or areas of difficulty.

On successful completion you will be able to:

- Investigate strategic management decision making in order to demonstrate how management accounting is essential to the creation, management and enhancement of value within entities and for societies.
- Integrate and apply the correct accounting tools and processes relevant to the selection, planning, implementation, control and monitoring of ongoing operations and of unique projects.
- Assess the characteristics of value chain analysis at both industry and organisational levels in order to ensure the design and construction of effective value adding strategies and activities and effective value drivers and value chains within an entity.

- Formulate ethical strategic and corporate social responsibility related performance measurement and controls systems within an entity and for the benefit of society generally.

## Class Test 2

Assessment Type <sup>1</sup>: Quiz/Test

Indicative Time on Task <sup>2</sup>: 30 hours

Due: **Week 10- date and window TBA**

Weighting: **35%**

An online computer exam, mirroring the CPA exam conditions and length, will be conducted online at home. This test is designed to provide feedback to students on their level of understanding of key topics and concepts covered and to identify any learning challenges or areas of difficulties.

On successful completion you will be able to:

- Investigate strategic management decision making in order to demonstrate how management accounting is essential to the creation, management and enhancement of value within entities and for societies.
- Integrate and apply the correct accounting tools and processes relevant to the selection, planning, implementation, control and monitoring of ongoing operations and of unique projects.
- Assess the characteristics of value chain analysis at both industry and organisational levels in order to ensure the design and construction of effective value adding strategies and activities and effective value drivers and value chains within an entity.
- Formulate ethical strategic and corporate social responsibility related performance measurement and controls systems within an entity and for the benefit of society generally.

## CPA External Exam

Assessment Type <sup>1</sup>: Examination

Indicative Time on Task <sup>2</sup>: 20 hours

Due: **CPA exam period ( 7- 25 April)**

Weighting: **30%**

Examination administered by CPA Australia. CPA Australia will advise on the format and topics included in the final exam. Students need to achieve at least a Pass mark in this CPA external

examination. If students do not pass this CPA examination, students will not pass this unit.

On successful completion you will be able to:

- Investigate strategic management decision making in order to demonstrate how management accounting is essential to the creation, management and enhancement of value within entities and for societies.
- Integrate and apply the correct accounting tools and processes relevant to the selection, planning, implementation, control and monitoring of ongoing operations and of unique projects.
- Assess the characteristics of value chain analysis at both industry and organisational levels in order to ensure the design and construction of effective value adding strategies and activities and effective value drivers and value chains within an entity.
- Formulate ethical strategic and corporate social responsibility related performance measurement and controls systems within an entity and for the benefit of society generally.

<sup>1</sup> If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Learning Skills Unit](#) for academic skills support.

<sup>2</sup> Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

## Delivery and Resources

<b>Required Text:</b>	<i>CPA Professional Program: CPA104 Strategic Management Accounting Study Guide</i> , Deakin University and CPA Australia, Edition as provided by CPA Australia in S1 2020. The CPA Australia Study Guide is provided to you by CPA Australia. You may also find a full software version on the CPA MyOnline Learning website.
<b>Unit Web Page:</b>	<ul style="list-style-type: none"><li>• Course information is available on (iLearn).</li><li>• iLearn access is at <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a></li><li>• Advice for iLearn including login advice and relevant support is all available at the iLearn site.</li><li>• The student web page for this unit is located on iLearn. This includes course material, announcements and results.</li><li>• Each week you will find on iLearn Lecture Guidance Notes and In-Class Discussion Questions. You will also find relevant reference materials on iLearn.</li></ul>

<p><b>Technology Used and Required:</b></p>	<ul style="list-style-type: none"> <li>• The principal technology used in this unit comprises web based access to resource materials (see above) and the learning management system called 'iLearn'.</li> <li>• <b>Regular access to iLearn is strongly encouraged so that you have access to:</b> <ul style="list-style-type: none"> <li>◦ Resources developed for each class</li> <li>◦ Additional recommended reading and research resources</li> <li>◦ Additional information regarding assessment items that may be required</li> <li>◦ Any new information that may arise in relation to contingencies – including any changes in dates, timetables or class details</li> <li>◦ iLearn communication and discussion tools as an effective means to enhance learning for all students and staff.</li> </ul> </li> <li>• Please note that <b><u>YOUR University email address must be used for both receiving and sending university emails.</u></b></li> </ul>
<p><b>Delivery Format and Other Details:</b></p>	<p><b>Seminars</b></p> <ul style="list-style-type: none"> <li>• Seminars: Times and Locations will be advised on iLearn - you will attend one three hour seminar each week. At this stage it is likely there will be only an online seminar</li> <li>• To complete the unit successfully, you should attend one three hour seminar per week, attendance is recorded each week.</li> <li>• Please refer to the class diary at the end of this unit guide for detailed weekly class content.</li> <li>• The University web site shows timetables: <a href="https://timetables.mq.edu.au/2021/">https://timetables.mq.edu.au/2021/</a></li> </ul>
<p><b>Recommended Readings:</b></p>	<ul style="list-style-type: none"> <li>• Langfield-Smith, K, Thorne, H and Hilton, R <i>Management Accounting</i>, McGraw Hill, North Ryde. <i>Any recent edition will provide useful background reading and also support for CPA Australia's "assumed knowledge" protocols.</i></li> <li>• The CPA Australia CPA104 Strategic Management Accounting Study Guide ( 3rd Edition) provides a comprehensive reference list at the end of each module containing all references cited by the authors. These references provide research sources for assignments and further reading on topics.</li> <li>• Additional materials and research references will be made available or advised on iLearn. Please note you MUST refer to iLearn regularly in order to gain current materials and relevant administrative advice.</li> </ul>
<p><b>Other Course Materials:</b></p>	<p><b>Preparation for seminars</b></p> <p>It is essential that you prepare for each seminar by reading all materials and references carefully. This will include working through the relevant CPA Study Guide Modules carefully, noting any issues which you might like to discuss in class and, of course, contributing to in-class discussions and overall 'group learning'.</p> <p><b>You may download additional relevant class materials required each week from iLearn – login at <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a></b> These class materials will be placed on iLearn prior to class time. It is your responsibility to ensure that you access and have copies of relevant material prior to classes. You should allow time for thorough reading of all materials before each class.</p>

## Learning and Teaching Activities

Each 3 hour seminar will consist of a combination of activities including seminar presentations by the lecturer, discussions and activities which will review key concepts. You are encouraged to engage in class discussion relating to questions raised, case studies and their analysis, current events/issues and practical, problem solving exercises.

The material to be covered each week is shown in the Class Schedule (part of this Unit Guide) –additional information will be noted on the ilearn page which adds detailed date information to that shown in the Unit Guide.

A seminar that includes revision will be held prior to the external CPA Program exam. This class will include analysis, questions and cases designed to explore the entire course.

## Unit Schedule

### UNIT SCHEDULE ACCG8308 CPA – Strategic Management Accounting – Session 1 2021

Week	Class/ Date	Topic	Module	Other information
W1	Class 1  Week start  25th January	<b>Introduction to Strategic Management Accounting</b>	<b>Module 1</b>	Introduction  Review of Unit Guide
W2	Class 2  Week start  1st February	<b>Information for Decision Making</b>	<b>Module 2</b>	
W2	Class 3  Week start  1 February	<b>Critical Management Accounting Technique workshop</b>  (Saturday 8th August- recorded lecture)	<b>Assumed Knowledge Review</b>	
W3	Class 4  Week start  8th February	<b>Planning, Budgeting &amp; Forecasting</b>	<b>Module 3</b>	
W4	Class 5  Week start  15th February	<b>Class Test 1 (online)</b>	<b>Class Test 1</b>	<b>In Class Test 1 (20%)</b> will cover modules 1-3



W5	<p><b>Class 6</b></p> <p>Project Management</p> <p>Week start</p> <p>22nd February</p>		Module 4	
W6	<p><b>Class 7</b></p> <p>Performance Management</p> <p>Week start</p> <p>1st March</p>		Module 5	
W7	<p><b>Class 8</b></p> <p>Tools for creating &amp; managing value</p> <p>Week start</p> <p>8th March</p>		Module 6	
W7		<p><b>Tools for creating &amp; Managing Value</b></p> <p>(Saturday 13th March - live zoom session - time TBA)</p>	Module 6 & Case study	
W9	<p><b>Class 10</b></p> <p>Practice Examination Review Class</p> <p>Week start</p> <p>15th March</p>			
W10	<p><b>Class 11</b></p> <p>Class Test 2 (online)– 35% of marks – test is compulsory. This test will mirror the CPA exam (to be advised when details are released by CPA) – covers all Modules.</p> <p>Week start</p> <p>22th March</p>		Class Test 2	35% of total marks covering modules 1-6.
W11	<p><b>Class 12</b></p> <p>Class review. Exam techniques discussion.</p> <p>Week start</p> <p>29th March</p>		MQ Exam review & revision	

W13	No Classes	Final (CPA Australia) Exam – <u>CPA Exam period commences 7- 25th April</u>	CPA Australia EXAM  30% of total marks  <b>You must check ALL exam details</b> with CPA Australia
-----	---------------	---	---

## Policies and Procedures

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

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#)

Students seeking more policy resources can visit [Student Policies \(https://students.mq.edu.au/support/study/policies\)](https://students.mq.edu.au/support/study/policies). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

To find other policies relating to Teaching and Learning, visit [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au) and use the [search tool](#).

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/student-conduct>

## Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) 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](https://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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](https://mq.edu.au/learningskills)) provides academic writing resources and study

strategies to help you improve your marks and take control of your study.

- [Getting help with your assignment](#)
- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

## Student Enquiry Service

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

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## Equity 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.

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

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