



# ACCG8308

## CPA - Strategic Management Accounting

Session 1, Online-scheduled-weekday 2022

*Department of Accounting and Corporate Governance*

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## General Information

Unit convenor and teaching staff

Unit Convenor, Lecturer

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Unit Moderator

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Unit Administration

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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.

## General Assessment Information

### Late submissions of assessments

Unless a Special Consideration request has been submitted and approved, no extensions will be

granted. There will be a deduction of 10% of the total available assessment-task marks made from the total awarded mark for each 24-hour period or part thereof that the submission is late. Late submissions will only be accepted up to 96 hours after the due date and time.

No late submissions will be accepted for timed assessments – e.g., quizzes, online tests.

Submission time after the due date (including weekends)	Penalty (% of available assessment task mark)	Example: for a non-timed assessment task marked out of 30
< 24 hours	10%	10% x 30 marks = 3 mark deduction
24-48 hours	20%	20% x 30 marks = 6 mark deduction
48-72 hours	30%	30% x 30 marks = 9 mark deduction
72-96 hours	40%	40% x 30 marks = 12 mark deduction
> 96 hours	100%	Assignment won't be accepted

## Special Consideration

To request an extension on the due date/time for a timed or non-timed assessment task, you must submit a Special Consideration application. An application for Special Consideration does not guarantee approval.

The approved extension date for a student becomes the new due date for that student. The late submission penalties above then apply as of the new due date

## Assessment Tasks

### 1. Class Participation

**Due :** Various **Weighting:** 15%

In class participation and attendance accounts for 15% of the final grade. Merely attending does not guarantee a pass mark. Attendance will be recorded for each seminar. Completion of CPA online learning quizzes are also a component of this assessment . See ilearn for further details

### 2. Class Test No 1

**Due :** Week 4 (16 February, 2022) **Weighting:** 20%

This will be conducted as an online exam with a duration of 1 hour and 30 minutes (90 minutes) and will consist of multiple choice and extended response questions. More details as to format

will be provided on ilearn including time and window of the online exam. This test will cover Modules 1, 2 and 3 of the CPA materials as well as the assumed knowledge component of the the CPA materials. The test will be open book.

### **Submission**

Online through link on ilearn. Each multiple choice question will be marked on the basis of a correct response being one mark and an incorrect response zero. There is no negative marking for incorrect answers.

### **Extension**

No extension will be granted, you must attempt the test during the designated time otherwise you will be awarded zero unless an application is approved under the Special Consideration Policy in accordance with the university rules. (see below Policies and Procedures). Approval based on Special Consideration Policy will resulting in supplementary examination at date determined by the Unit Convenor. This will be communicated via email.

### **3. Class Test No 2**

**Due :** Week 9 (23 March 2022) **Weighting:** 35%

This will be conducted as an online exam with a duration of 3 hours and 15 minutes and will consist of multiple choice and extended response questions. Class Test No 2 will mirror the format of the CPA examination which will consist of 52 marks for multiple choice and 22 marks extended response questions - total of 74 marks. More details as to format will be provided on ilearn including time and window of the online exam. This test will cover all modules (1 to 6 including case study and assumed knowledge materials). The test will be open book.

### **Submission**

Online through link on ilearn. Each multiple choice question will be marked on the basis of a correct response being one mark and an incorrect response zero. There is no negative marking for incorrect answers.

### **Extension**

No extension will be granted, you must attempt the test during the designated time otherwise you will be awarded zero unless an application is approved under the Special Consideration Policy in accordance with the university rules. (see below Policies and Procedures). Approval based on Special Consideration Policy will resulting in supplementary examination at date determined by the Unit Convenor. This will be communicated via email.

Where students do not attain at least **32 marks** for the Macquarie University Assessment, an overall Fail grade will apply.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Class Participation</u>	15%	No	Ongoing throughout semester
<u>Class Test 1</u>	20%	No	16 February 2022
<u>Class Test 2</u>	35%	No	23 March 2022
<u>CPA External Exam</u>	30%	Yes	CPA Examination Period (7 April - 24 April 2022)

### Class Participation

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

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

Due: **Ongoing throughout semester**

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: **16 February 2022**

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: **23 March 2022**

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 Examination Period (7 April - 24 April 2022)**

Weighting: **30%**

**This is a hurdle assessment task (see [assessment policy](#) for more information on hurdle assessment tasks)**

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.

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<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 [Writing Centre](#) 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>
<b>Technology Used and Required:</b>	<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>
<b>Delivery Format and Other Details:</b>	<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.</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/2022/">https://timetables.mq.edu.au/2022/</a></li> </ul>

<b>Recommended Readings:</b>	<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>
<b>Other Course Materials:</b>	<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 2022

Week	Class/Date	Topic	Module	Other information
<b>W1</b>	<b>Class 1</b> Week start 24 January	<b>Introduction to Strategic Management Accounting</b> (due to public holiday- this will be a pre-recorded lecture)	<b>Module 1</b>	Introduction Review of Unit Guide
<b>W2</b>	<b>Class 2</b> Week start 31 January	<b>Information for Decision Making</b> (Live Zoom lecture)	<b>Module 2</b>	

<b>W2</b>	<b>Class 3</b> Week start 31 January	<b>Critical Management Accounting Technique workshop</b> (Saturday 5th Feb-live zoom - time to be advised)	<b>Assumed Knowledge Review</b>	
<b>W3</b>	<b>Class 4</b> Week start 7 February	<b>Planning, Budgeting &amp; Forecasting</b> (Live Zoom lecture)	<b>Module 3</b>	
<b>W4</b>	<b>Class 5</b> Week start 14 February	<b>Class Test 1 (online)</b>	<b>Class Test 1- 16 February 2022 (normal seminar time)</b>	<b>In Class Test 1 (20%)</b> will cover modules 1-3 and assumed knowledge
<b>W5</b>	<b>Class 6</b> Week start 21February	<b>Project Management</b> (Live Zoom lecture)	<b>Module 4</b>	
<b>W6</b>	<b>Class 7</b> Week start 28 February	<b>Performance Management</b> (Live Zoom lecture)	<b>Module 5</b>	
<b>W7</b>	<b>Class 8</b> Week start 7 March	<b>Tools for creating &amp; managing value</b> (Live Zoom lecture)	<b>Module 6</b>	
<b>W7</b>	<b>Class 9</b> Week start 7 March	<b>Tools for creating &amp; Managing Value</b> (Saturday 12th March- live zoom lecture - time to be advised )	<b>Module 6 &amp; Case study</b>	
<b>W8</b>	<b>Class 10</b> Week start 14 March	<b>Practice Examination Review Class</b> (Live Zoom lecture)		

W9	Class 11 Week start 21 March	<b>Class Test 2 (online)– 35% of marks – test is compulsory.</b> This test will mirror the CPA exam (to be advised when details are released by CPA) – covers all Modules.	<b>Class Test 2- 23 March (normal seminar time)</b>	<b>35% of total marks covering modules 1-6.</b>
W10	Class 12 Week start 28 March	<b>Class review.</b> Exam techniques discussion. (Live Zoom lecture)	MQ Exam review & revision	
W11	No Classes	<b>Final (CPA Australia) Exam – <u>CPA Exam period commences -7 April - 24 April 2022</u></b>		<b>CPA Australia EXAM</b>  30% of total marks  <b><u>You must</u> check ALL exam details with CPA Australia</b>

## 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](#)
- [Assessment Procedure](#)
- [Complaints Resolution 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](http://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## Academic Integrity

At Macquarie, we believe [academic integrity](#) – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free [online writing and maths support](#), [academic skills development](#) and [wellbeing consultations](#).

## Student Support

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

## The Writing Centre

[The Writing Centre](#) provides resources to develop your English language proficiency, academic writing, and communication skills.

- [Workshops](#)
- [Chat with a WriteWISE peer writing leader](#)
- [Access StudyWISE](#)
- [Upload an assignment to Studiosity](#)
- [Complete the 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 Services and Support

Macquarie University offers a range of [Student Support Services](#) including:

- [IT Support](#)
- [Accessibility and disability support](#) with study
- Mental health [support](#)
- [Safety support](#) to respond to bullying, harassment, sexual harassment and sexual assault

- [Social support including information about finances, tenancy and legal issues](#)

## Student Enquiries

Got a question? Ask us via [AskMQ](#), or contact [Service Connect](#).

## 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.