ACCG8308
CPA - Strategic Management Accounting
Session 1, In person-scheduled-weekday, North Ryde 2024

Department of Accounting and Corporate Governance

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General Information

Unit convenor and teaching staff
Unit convenor
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Level 3 Room 355, 4ER Building

Moderator
Lu Jiao
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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

To be eligible to pass the unit, it is necessary to:

Gain the necessary knowledge by preparing fully and attending classes regularly and attempting ALL assessment components.

Obtain at least a PASS assessment in the CPA external examination. Note that if you do NOT pass the CPA exam, you cannot attain a pass in this Unit in this Session.

If a student passes the MQ component but fails the external CPA exam, an Incomplete grade (UL) will be given. The student must re-enrol in the failed subject with CPA Australia in the following session. If the student does not sit for the CPA exam in the following session, the UL grade will change to a Fail grade.

If a student deferred the CPA Exam in the session enrolled with MQ, the student must inform the MQBS Student Services by submitting an AskMQ inquiry so the grade can remain as UL for a session. The student will need to sit for the CPA exam in the following session and based on the CPA exam result, the grade will be finalised.

If a student has failed the same external CPA exam twice, the MQ Incomplete grade will be changed to a Fail grade, and the student will need to re-enrol with MQ and CPA Australia in the following session.

The UL grade will only be kept for one session. Refer to the section on Policies and Procedures-Grading policy for further clarification.

Late Assessment Submission Penalty
Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Hurdle</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>15%</td>
<td>No</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Class Test 1</td>
<td>20%</td>
<td>No</td>
<td>Week 4</td>
</tr>
<tr>
<td>Class Test 2</td>
<td>35%</td>
<td>No</td>
<td>Week 9</td>
</tr>
<tr>
<td>CPA External Exam</td>
<td>30%</td>
<td>Yes</td>
<td>CPA Final Exam Period</td>
</tr>
</tbody>
</table>

Class Participation

Assessment Type 1: Participatory task
Indicative Time on Task 2: 13.5 hours
Due: Ongoing
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 1: Quiz/Test
Indicative Time on Task 2: 15 hours
Due: **Week 4**
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 1: Quiz/Test
Indicative Time on Task 2: 30 hours
Due: **Week 9**
Weighting: **35%**
An online computer exam, mirroring the CPA exam conditions and length, will be conducted. 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 ¹: Examination  
Indicative Time on Task ²: 20 hours  
Due: **CPA Final Exam Period**  
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.

1 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.

2 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

<table>
<thead>
<tr>
<th>Required Text</th>
<th>CPA Professional Program: Strategic Management Accounting Study Guide, Deakin University and CPA Australia, Edition as provided by CPA Australia. 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</th>
</tr>
</thead>
</table>
| Unit Web Page | • Course information is available on (iLearn).  
• iLearn access is at [https://ilearn.mq.edu.au/login/](https://ilearn.mq.edu.au/login/)  
• Advice for iLearn including login advice and relevant support is all available at the iLearn site.  
• The student web page for this unit is located on iLearn. This includes course material, announcements and results.  
• Each week you will find on iLearn Lecture Guidance Notes and In-Class Discussion Questions. You will also find relevant reference materials on iLearn. |
The principal technology used in this unit comprises web based access to resource materials (see above) and the learning management system called ‘iLearn’.

- Regular access to iLearn is strongly encouraged so that you have access to:
- Resources developed for each class
- Additional recommended reading and research resources
- Additional information regarding assessment items that may be required
- Any new information that may arise in relation to contingencies – including any changes in dates, timetables or class details
- iLearn communication and discussion tools as an effective means to enhance learning for all students and staff.
- Please note that YOUR University email address must be used for both receiving and sending university emails.

Seminars: Times and Locations will be advised on iLearn - you will attend one three hour seminar each week. In some weeks there will be more than one seminar. Please refer to the unit schedule for details. To complete the unit successfully, you should attend one three hour seminar per week, attendance is recorded each week.

Recommended Reading:
Langfield-Smith, K, Thorne, H and Hilton, R Management Accounting, McGraw Hill, North Ryde. Any recent edition will provide useful background reading and also support for CPA Australia’s “assumed knowledge” protocols.

The CPA Australia Strategic Management Accounting Study Guide 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.

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.

Preparation for seminars 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’. You may download additional relevant class materials required each week from iLearn – login at https://ilearn.mq.edu.au/login/ 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.

Unit Schedule

<table>
<thead>
<tr>
<th>Week/Beginning</th>
<th>Class</th>
<th>Topic</th>
<th>Module</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>Class 1</td>
<td>Introduction to Strategic Management Accounting</td>
<td>Review Unit Guide and Module 1</td>
</tr>
<tr>
<td>29 Jan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 2</td>
<td>Class 2</td>
<td>Information for Decision Making</td>
<td>Module 2</td>
</tr>
<tr>
<td>5 Feb</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 2</td>
<td>Class 3</td>
<td>Critical Management Accounting Techniques</td>
<td>Assumed Knowledge Review</td>
</tr>
</tbody>
</table>
Week 3  
12 Feb  
Class 4  
Planning, Budgeting and Forecasting  
Module 3

Week 4  
19 Feb  
Class 5  
Class Test 1  
Test 1 (20%) will cover Module 1 - 3

Week 5  
26 Feb  
Class 6  
Project Management  
Module 4

Week 6  
4 Mar  
Class 7  
Performance Management  
Module 5

Week 7  
11 Mar  
Class 8  
Tools for Creating and Managing Value-Part 1  
Module 6

Week 7  
Class 9  
Tools for Creating and Managing Value-Part 2  
Module 6 and Case Study

Week 8  
18 Mar  
Class 10  
Practice Exam Review

Week 9  
25 Mar  
Class 11  
Class Test 2  
Test 2 (35%) will cover Module 1 – 6

Week 10  
2 Apr  
Class 12  
Exam Technique Discussion

Week 11  
9 Apr  
Class 13  
Final Consultation  
CPA Final Exam (30%)-Hurdle Exam. All exam details are published by CPA Australia.

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (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). 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) 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 or if you are a Global MBA student contact 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.

Grading Policy

<table>
<thead>
<tr>
<th></th>
<th>MQ  (70%)</th>
<th>CPA  (30%)</th>
<th>Overall (MQ Final Grade)</th>
<th>Recommended Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pass</td>
<td>Pass</td>
<td>Pass</td>
<td>Pass</td>
<td></td>
</tr>
<tr>
<td>Pass</td>
<td>Fail</td>
<td>Incomplete</td>
<td>Re-enrol with CPA Australia ONLY</td>
<td></td>
</tr>
</tbody>
</table>
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**Student Support**

Macquarie University provides a range of support services for students. For details, visit [http://students.mq.edu.au/support/](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
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 Advocacy** provides independent advice on MQ policies, procedures, and processes

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.

Unit information based on version 2024.02 of the **Handbook**