ACCG330

Strategic Management Accounting

S1 Day 2018

Dept of Accounting & Corporate Governance

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General Information

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N/A

Credit points
3

Prerequisites
(39cp at 100 level or above) 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 will 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 evaluate different organisational strategies and develop approaches that are logical, consistent and defensible from a strategic perspective.

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

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.

Understand the principles of management accounting research

Assessment Tasks

Name	Weighting	Hurdle	Due
Assessed Coursework	30%	No	TBA / 4th May
Class Test	25%	No	Monday 28th May (6pm)
Assignment	30%	No	5pm 23rd May / Week 13
Class Participation	15%	No	Ongoing

Assessed Coursework

Due: **TBA / 4th May**
Weighting: **30%**

Coursework will be collected and assessed by tutors. Details regarding these assignments is provided on the subject ilearn site. Students are required to complete the following assignments:

1) Students are required to complete the weekly case based assignments. Three of these will be collected by your tutor. Your tutor will randomly determine which weeks that the assignments will be collected and inform you of the weeks in which your assignments will be collected in week 1. Each of these three assignments 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.

NB While 3 weekly assignments will be marked students are also expected to prepare answers to the other weekly assignments. Your tutor will randomly check whether you have prepared answers to these other assignments and this will affect your participation assessment mark.

2) Students are required to develop a group research proposal. This assignment is compulsory and is worth 15% of the total assessment. The research proposal is due at 5pm on Friday 4th May. Details regarding this assessment are provided in the unit assessment guide.

Extensions - assignments are due in seminars and will not be accepted after the seminar. If illness or unavoidable cirumstances prevents submission student must apply for Special Consideration.

Penalties - No extensions will be granted. Students who have not submitted the task prior to the deadline will be awarded a mark of 0 for the task, except for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:

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- Explain the influence of strategy on the design of management accounting systems.
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- Understand the principles of management accounting research

Class Test

Due: **Monday 28th May (6pm)**
Weighting: **25%**

A class test worth 25% of the assessment will be held on **Monday 28th May (between 6-9pm)**. The exact time of the test will be determined later and students will be advised in a unit website announcement.

Additional information will be provided prior to the test.

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

On successful completion you will be able to:

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- Explain the influence of strategy on the design of management accounting systems.
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- Demonstrate effective oral and written communication. Express and justify viewpoints, and articulate them in a group setting.

Assignment

Due: **5pm 23rd May / Week 13**
Weighting: **30%**

This assessment task consists of a written group assignment and a group presentation.

Group assignment (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 Wednesday 23rd May. Late

assignments will be penalised at the rate of 10% of the marks available per day late. If illness or unavoidable cirumstances 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.

Group presentation (15%)

Each group will make a 15 minute presentation in their normal Week 13 seminar. The presentation will address each of the questions in the group assignment. Each student's presentation will be marked on an individual basis.

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Class Participation

Due: **Ongoing**
Weighting: **15%**

Seminar participation - students are expected to actively participate in class discussions. The quality of seminar participation (20%) 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 cirumstances prevents attendance student can apply for Special Consideration. In respect to seminar participation if students are absent from class due to illness they should also apply for Disruption to studies.

On successful completion you will be able to:

- Critically evaluate different organisational strategies and develop approaches that are logical, consistent and defensible from a strategic perspective.
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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 adjusted and in line with the advanced nature of this unit a research component has been included.

Unit Schedule

ACCG330 Strategic Management Accounting

Seminar Program

	Seminar (week commencing)	Topic	Readings (see unit webpage)
Week 1	Seminar 1 *(26th February)*	Introduction and course overview Introduction to Strategic Management Accounting	Unit Guide Hopper, Northcott & Scapens (2007)
Week 2	Seminar 2 *(5th March)*	Strategic Process and Strategic Analysis	Porter (2008)
Week 3	Seminar 3 *(12th March)*	Strategy and Management Control	Su et al. (2017, 2015, 2013).
Week 4	Seminar 4 *(19th March)*	Strategic change and strategic flexibility Beyond budgeting	Hope and Fraser (2003); Steele and Albright (2004)
Week 5	*Seminar 5* *(26th March)*	Research in management accounting	Su et al. (2017, 2015, 2013)
Week 6	*(2nd April)*	**NO CLASSES WILL BE HELD THIS WEEK DUE TO EASTER MONDAY PUBLIC HOLIDAY**	
Week 7	Seminar 6 (9th April)	Activity based costing	Optional Revision*
		SESSION BREAK (16th - 27th April)	

Week 8	*Seminar 7* *(30th April)*	Assessing and managing performance over the value chain	Atkinson et al. (2007)
Week 9	Seminar 8 *(7th May)*	Financial measures of performance	Optional Revision**
Week 10	Seminar 9 *(14th May)*	Non-financial measures of performance	Optional Revision***
Week 11	Seminar 10 *(21st May)*	Non-financial measures of performance	
Week 12	*(28th May)*	**Class Test - Monday 28th May (6-9pm)**	
Week 13	*(4th June)*	**Group presentations**	

You can refer to Chapters 8*, 13** and 14*** of the following text or any other management accounting textbook

- Langfield-Smith, K. Thorne, H., Smith, D. and Hilton, R. (2012 or 2015). 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 (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). 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 *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

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

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/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.

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) 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

IT Help

For help with University computer systems and technology, visit 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.

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 evaluate different organisational strategies and develop approaches that are logical, consistent and defensible from a strategic perspective.
- Explain the influence of strategy on the design of management accounting systems.
- Develop skills in analysing and interpreting case based scenarios with a view to making appropriate recommendations.
- Understand the principles of management accounting research

Assessment tasks

- Assessed Coursework
- Class Test
- 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 evaluate different organisational strategies 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

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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 evaluate different organisational strategies 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.
- Understand the principles of management accounting research

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.
- 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

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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., Baird, K. and Schoch, H. (2017). “Management control systems: The role of interactive and diagnostic controls from an organisational life cycle perspective”, Journal of Accounting and Organizational Change, Vol. 13 No. 1, pp. 2-24.

* Su, S., Baird, K., and Schoch, H. (2015). “The influence of interactive and diagnostic approaches to using controls on organisational performance across organisational life cycle stages”, Management Accounting Research, Vol. 26, pp. 40-53.

* 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.

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.