

MACQUARIE
UNIVERSITY



FACULTY OF
BUSINESS AND ECONOMICS

ACCG 908
CPA - Strategic Management
Accounting

Semester 1, 2011

*Department of Accounting & Corporate
Governance*

**MACQUARIE UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
UNIT OUTLINE**

Year and Semester: Semester 1, 2011

Unit convenor: Elisabeth Burn

Prerequisites / Co-requisites and professional requirements:

Students must successfully complete the 13 units in the Master of Accounting (Professional) at Macquarie University before commencement of the final six units in the Master of Accounting (CPA Extension) program.

Credit points: 4 credit points

Students in this unit should read this unit outline carefully at the start of semester. It contains important information about the unit. If anything in it is unclear, please consult one of the teaching staff in the unit.

ABOUT THIS UNIT

Unit Description

This unit provides knowledge, principles, skills and an appreciation of the strategic nature of Management accounting in an increasingly competitive global business environment. It presents an overview of strategic management accounting as well as the techniques needed to be able to formulate, implement a strategy, and assess the success of a strategy. This is facilitated through structured formal academic support for full time students concurrently enrolled in the Master of Accounting (CPA Extension) program, and the Strategic Management Accounting segment of the CPA program.

Unit rationale

The aim of this unit is to provide students with the opportunity to acquire knowledge and skills in strategic management accounting which are vital for all contemporary accounting practitioners involved in management decision making. In addition, the unit aims to extend the generic skills program in the post-graduate diploma segment of the MAcc, by further developing practical problem solving skills, and communicating in a group setting.

TEACHING STAFF

Lecturer

Elisabeth Burn (unit convenor)
Patrick Gallagher
David Silipo

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CONSULTATION TIMES

Student consultation in relation to any question about the course content or related issues can be facilitated by emailing the lecturer, seeing the lecturer during class times or by appointment.

Students experiencing significant difficulties with any topic in the unit must seek assistance immediately.

CLASSES

The timetable for classes can be found in this guide and on the University web site at: <http://www.timetables.mq.edu.au/>.

Compulsory attendance at classes is required and we will meet on scheduled dates for a 3 hour seminar during the semester with your lecturer. Note that in some weeks no classes are scheduled – in those weeks ALL students are required to work through the relevant module(s) in the CPA program, CPA104 segment module, as well as work on assessment tasks.

You will be allocated a class to attend and you must attend that class. Class changes will only be allowed where requested through and approved by the Business and Economics Graduate Centre located at Level 2 of E4A. Rolls will be marked in class and attendance recorded. Any student who misses more than 5 classes will be awarded a Fail grade in this unit.

PRIZES

There is a prize for ACCG908 entitled the “Accounting and Finance prize for Strategic Management Accounting”. For further details please refer to

http://www.businessandconomics.mq.edu.au/undergraduate_degrees/prizes_scholarships.

REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS

Prescribed Reference Materials

All students should have the following provided from CPA Australia

- CPA Program: *CPA 104 Strategic Management Accounting*, Deakin University, Geelong.

Students can also access additional materials via CPA Online learning. Details regarding this can be obtained within the CPA program guide made available to students upon enrolment with CPA. Students are encouraged to utilise this material. It is NOT available at the Library or for purchase at the MQ Co-op Bookshop.

Other References

Students will be required to use library resources to research beyond these materials in undertaking research necessary to complete their presentation assignments.

The CPA 104 course materials have a reference list at the end of each module containing all references cited by the author. These provide some guidance to references that could be used to research an assignment on a particular issue.

TECHNOLOGY USED AND REQUIRED

Blackboard is the location for all web based materials provided in this unit. Log on at www.learn.mq.edu.au.

The unit Web site is only available to students enrolled in ACCG908. Students will be able to access the unit web page by the use of their normal university user/password details.

Please contact the IT Help Desk in the Library if you have any difficulties accessing the unit web page:

Phone: (02) 9850 HELP (4357) or Freecall: 1800 063 191

Face to Face: IT Help Desk, Level 1, University Library

Email: Just Ask. Form <http://www.lib.mq.edu/au/justask/>

24/7 Email: ithelp@mq.edu.au

The Website will contain important unit materials including:

- Course details—an outline of the unit
- Announcements—notices updating students on important matters regarding the unit
- Lecture slides – slides used in classes.

LEARNING OUTCOMES

Learning Outcomes

The learning outcomes of this unit are that successful students should possess the knowledge, skills and understandings of strategic management accounting which are vital for all contemporary accounting practitioners involved in management decision making.

Specifically, as outlined in the CPA Segment description, these are:

1. To develop the skills of the professional accountant in creating, managing and enhancing value to the organisation through the use of various strategic management tools & techniques
2. To examine techniques for developing, implementing and monitoring strategies.

3. General objectives of the segment are:

- a. Describe the role of strategic management accounting in the design, control improvement of socially responsible and sustainable businesses;
- b. Explain the strategic management cycle and the leadership role of the professional accountant in strategic management;
- c. Define the role of organisation and industry value chain analysis. Apply the analysis to reconfiguring value adding activities, value drivers and value chains;
- d. Analyse the characteristics of effective strategic and corporate social responsibility related performance measurement and controls systems; and
- e. Describe and apply strategic management accounting techniques to the selection, planning, implementation, control and monitoring of projects.

GRADUATE CAPABILITIES

In addition to the discipline-based learning objectives, all academic programs at Macquarie seek to develop the capabilities the University's graduates will need to develop to address the challenges, and to be effective, engaged participants in their world. This unit contributes to this by developing the following graduate capabilities:

- A. Critical, Analytical and Integrative Thinking
- B. Problem Solving and Research Capability
- C. Creativity and Innovative
- D. Effective Communication – both oral and written communication
- E. Organisational and personal management.

TEACHING AND LEARNING STRATEGY

Your class will meet on scheduled dates for a 3 hour seminar during the semester. In between classes (and also in weeks where classes are not scheduled) you are required to work through the relevant module(s) in the CPA program, CPA104 segment module, as well as work on assessment tasks.

Check Blackboard each week before class for any last minute changes to class content, times or locations. Please note that you MUST NOT change between classes of each lecturer as in any week classes may not be exactly in parallel as each lecturer will carry course progress in minor ways consistent with the professional needs of students in each class (also due to the impact of public holidays on classes).

In each class there will be a Lecture/Seminar on issues involving the relevant content from the CPA104 Module topics. Lectures will last about 2 to 2.5 hours and, to lessen your in-class writing burdens, notes will be provided in advance on the *Blackboard* system (formerly WebCT). The address is <http://learn.mq.edu.au>.

Students can access the Web site for ACCG908 from either their home/office (via modem) or at University computers. In addition to lectures there will be in-class activities of various types, including assessed student work, for the balance of each 3 hour class period.

For each module, PowerPoint lecture notes will be placed on *Blackboard* before the class. They are NOT intended to, nor do they stand alone nor do they in any way replace compulsory lecture attendance and FULL READING OF THE CPA Modules. They are provided for your convenience. You must also properly construct your own notes based on your own readings and you are expected to note and record any additional comments, supplements and corrections to these notes which WILL occur during lectures – which you MUST attend.

CRITICAL COMMENT: You are not entitled to rely on lecturer provided notes for full study purposes nor most importantly can they be taken as being a defined indicator of CPA exam content.

Please see the schedule of classes and topics in Appendix 1 at the end of this Unit Outline.

RELATIONSHIP BETWEEN ASSESSMENT AND LEARNING OUTCOMES

Method of Assessment

Assessment in this unit is rigorous and if you are to succeed you MUST work consistently through the entire semester. Your Macquarie University assessment is at the highest postgraduate standard and your work must reflect these standards in order to succeed.

Assessment Task	Weight	Linked learning outcome & graduate capability
(a) Short answer quiz (in-class)	10%	1 and A,B,E
(b) In-class Minor Presentation of M/C question	10%	1,2 and A,B,C,D,E
(c) Mid semester Exam	30%	1,2,3 and A,B,C,E
(d) Group 'Case Study' Presentation and Paper	20%	1,2,3 and A,B,C,D,E
(e) CPA Examination	30%	1,2,3 and A,B,C,E
	100%	

The modes of assessment are designed to ensure that students have professional understandings of the subject areas and the ability to identify and document issues and to design and document problem solutions. Students are required to demonstrate the ability to undertake these tasks alone (exams and minor presentations) and as part of building team-based solutions (Group Presentation and Paper).

Standardised Numerical Grade (SNG) Result

Student Results for the course will consist of a Standardised Numerical grade (SNG) expressed as a number between 0 and 100, and a grade denoted by a letter HD, D, Cr, P, PC, or F.

To be eligible to obtain a pass grade or better, it is necessary to:

- **Attend more than five scheduled classes AND**
- **Satisfactorily complete ALL assessment components, AND**
- **Obtain a PASS in the CPA external examination, AND**
- **Obtain a PASS for the 70% Macquarie University assessment of the unit (that is, (a) to (d) above).**

The student numerical grade (SNG) is not a summation of the assessment components.

To be awarded a specific grade, students are required to perform at an equivalent standard in the final examination, as well as other assessments within the unit.

All final grades in the Department of Accounting and Corporate Governance are determined by a grading committee and are not the sole responsibility of the Unit Coordinator.

Macquarie University's Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a Standardised Numerical Grade (SNG).

(a) Short Answer Quiz (10%)

A 25 minute short answer quiz (closed book) will be required to be completed by students in week 5 based on module material from Module 1 and Module 2 including readings. Marks will be provided to students in week 7.

There will be not be a supplementary quiz. Quiz weighting will be added onto the mid-semester exam weightings, but only if legitimate reasons arise (see information on special consideration on p.10).

(b) In-class Minor Presentation (10%)

Early in the semester a schedule of presentation times will be set for every student, using the CPA104 materials, to prepare and write themselves one UNIQUE and NEWLY DEVELOPED multiple choice question and to present this to the class along with a clear explanation of the correct answer. This will provide 10% of your assessment marks in this unit. The presentation should be approximately 5 minutes in duration.

This Minor Presentation may require you to undertake additional research, reading and thought, and you will be marked on the quality of the work that was undertaken.

You will be marked on the basis of quality of presentation, including the level of research and preparation, your understanding, accuracy, comprehensiveness, ability to explain the key issues to your fellow students, innovation in explaining complex issues including numeric modelling, and your GOOD use of presentation aids. [IF YOU ARE USING OVERHEADS YOU MUST USE AT LEAST A 20 POINT FONT FOR OVERHEADS]. Generally, you are expected to display your knowledge and the communication skills at a standard expected of a postgraduate student.

A 'MINOR PRESENTATION' FEEDBACK SHEET is attached to this Unit Guide (Appendix 3) and it gives you an indication of where to concentrate your work. The sheet will be handed back to students providing marks in week 11. If you are unable to attend your scheduled presentation day you will be allocated another day to do your presentation, but only if legitimate reasons arise (see information on special consideration on p.10).

(c) Mid Semester Exam (30%)

This exam will be drawn from all Modules of CPA104 and will provide a strong assessment component in the unit and an opportunity for you to trial your skills in a multiple choice (70%) and short answer (30%) exam scenario. The exam is open book. The exam paper will be reviewed in the class immediately following the exam. This will represent a strong feedback and revision opportunity. Due to the nature of this exam, attendance is compulsory and no other times for sitting will be available. Marks will be provided to students in week 12.

(d) Group Case Study Preparation and Presentation (20%)

In this assessment task, your lecturer will become facilitator and assessor only. YOU will take responsibility for all aspects of developing a Group Case Study – the ideas, the group's preparation, and the group's presentation and communication skills. Details will be discussed around weeks 3/4 of the semester. At that time groups will be finalised and general approaches discussed. The fundamental approach is that of taking full professional responsibility.

As a group (groups will normally comprise around 5 to 6 students) you will be required to define as a "Case Study" a strategic management accounting problem and to discuss the issues and approaches required to reach strategic and operational solutions. You may use any of the methods discussed in the CPA104 materials – and you are encouraged to research beyond those materials in order to score an excellent mark. Your group is expected to be innovative in both the Case Study definition (with the best approach being one that leads to realistic definition of problems) and in utilising management accounting techniques and communication skills to reach a solution. You will be expected to present your group's Case Study to the class late in the semester. Case Study activity will expect inclusion of the concepts and issues that have developed in the unit up to the date of your Case Study presentation. Case Studies MUST BE FULLY WRITTEN UP AND HANDED IN AS A SINGLE DOCUMENT AT THE TIME OF YOUR PRESENTATION – documentation must include references relating to your research and sources. This document should be 2000 words excluding data and/or appendices

As this Case Study activity is deliberately 'open ended' it really provides you with a unique opportunity to build or find an interesting problem that will form the basis of your Case Study and to 'solve' the problem(s) from a strategic management accounting viewpoint. You will be free to communicate with your lecturer as you develop the problem – but you must resolve the approach to problem resolution yourself. Communication and effective approaches to persuading management (in this case your Class) will be crucial in order to obtain good marks.

You will be required to hand in your written Case Study and solution as well as a copy of all presentation and communication aids. The presentation is to be no longer than 15 minutes. You will be marked on the overall quality of your work, your presentation and the effectiveness of your communication of the problem in the presentation. The quality of the written, handed in document will also be marked as part of the 20% assessment.

For further details refer to Appendix 2 of this guide.

GROUP MARK ALLOCATION. In all normal circumstances the group mark will be the same for all group members. Group members are required to sign the MQU Group Presentation cover sheet. If, in any group, there are complaints that a group member has not contributed approximately equally then the complaint will need to be reported in writing to the Lecturer. Following such a report the whole group will meet with the Lecturer to discuss the issue and the Lecturer may re-allocate marks appropriately. In the event that any group member does not attend such a meeting then the necessary re-allocation decision will be made on the basis of discussions with those who do attend.

Marks will be provided to students on Blackboard, two weeks after the presentations are finalised.

(e) CPA Examination (30%)

The CPA Examination will take place at times specified by CPA Australia. Students are advised that the CPA examination is conducted by CPA Australia and in accordance with their rules and regulations. It is the responsibility of students to be aware of the rules and requirements of CPA Australia, the venue and time for the examination.

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. The University's policy on special consideration process is available at

http://www.mq.edu.au/policy/docs/special_consideration/policy.html

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. (Individual Faculties may wish to signal when the Faculties' Supplementary Exams are normally scheduled.)

The Macquarie university examination policy details the principles and conduct of examinations at the University. The policy is available at:
<http://www.mq.edu.au/policy/docs/examination/policy.htm>

ACADEMIC HONESTY

The nature of scholarly endeavour, dependent as it is on the work of others, binds all members of the University community to abide by the principles of academic honesty. Its fundamental principle is that all staff and students act with integrity in the creation, development, application and use of ideas and information. This means that:

- all academic work claimed as original is the work of the author making the claim
- all academic collaborations are acknowledged
- academic work is not falsified in any way
- when the ideas of others are used, these ideas are acknowledged appropriately.

Further information on the academic honesty can be found in the Macquarie University Academic Honesty Policy at
http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

GRADES

Macquarie University uses the following grades in coursework units of study:

HD - High Distinction
D - Distinction
CR - Credit
P - Pass
F - Fail

Grade descriptors and other information concerning grading are contained in the Macquarie University Grading Policy which is available at:
<http://www.mq.edu.au/policy/docs/grading/policy.html>

GRADING APPEALS AND FINAL EXAMINATION SCRIPT VIEWING

If, at the conclusion of the unit, you have performed below expectations, and are considering lodging an appeal of grade and/or viewing your final exam script please refer to the following website which provides information about these processes and the cut off dates in the first instance. Please read the instructions provided concerning what constitutes a valid grounds for appeal before appealing your grade.

http://www.businessandconomics.mq.edu.au/for/new_and_current_students/undergraduate/admin_central/grade_appeals.

SPECIAL CONSIDERATION

The University is committed to equity and fairness in all aspects of its learning and teaching. In stating this commitment, the University recognises that there may be circumstances where a student is prevented by unavoidable disruption from performing in accordance with their ability. A special consideration policy exists to support students who experience serious and unavoidable disruption such that they do not reach their usual demonstrated performance level. The policy is available at: http://www.mq.edu.au/policy/docs/special_consideration/procedure.html

STUDENT SUPPORT SERVICES

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.

[Individual Unit Convenors may wish to add Unit/ Faculty specific support eg BESS, Room, PAL, E4B Consultation Room.]

IT CONDITIONS OF USE

Access to all student computing facilities within the Faculty of Business and Economics is restricted to authorised coursework for approved units. Student ID cards must be displayed in the locations provided at all times.

Students are expected to act responsibly when utilising University IT facilities. The following regulations apply to the use of computing facilities and online services:

- Accessing inappropriate web sites or downloading inappropriate material is not permitted. Material that is not related to coursework for approved unit is deemed inappropriate.
- Downloading copyright material without permission from the copyright owner is illegal, and strictly prohibited. Students detected undertaking such activities will face disciplinary action, which may result in criminal proceedings.

Non-compliance with these conditions may result in disciplinary action without further notice.

Students must use their Macquarie University email addresses to communicate with staff as it is University policy that the University issued email account is used for official University communication.

**APPENDIX 1
SCHEDULE OF CLASSES AND TOPICS**

Week	Week Beginning Monday	Classes	Presentation
1	14th February	Introduction Course outline and assessment CME : Business Communication Workshop	
2	21st February	Module 1 Management Accounting: Supporting the Value Creation Process	
3	28th February	Module 2 Creating Organisational Value	Minor 1
4	7th March	Module 2 continued Creating Organisational Value	Minor 2
5	14th March	Short answer quiz (in class, 10% of marks) Module 3 Managing Performance Measures	
6	21st March	Module 4 Techniques for creating and managing value	Minor 3
7	28th March	Module 4 continued Techniques for creating and managing value	Minor 4
8	4th April	Module 5 Project Management	Minor 5
9	11th April	Case Studies Module Revision	Minor 6
10	18th April	No Classes – Study Week	Study Period

	Thursday 21st April	Mid Semester Exam – 30% of marks	
11	25th April	Mid Semester Examination Review Revision and review of exam and subject module material and discussion re presenting and writing a case study	
12	2nd May	No Classes – CPA Exam Period CPA Exam 6 th May 2011	Study Period
13	9th May	No Classes – CPA Exam Period	Study Period
14	16th May	Group Case Study Presentations	Major
15	23rd May	Group Case Study Presentations	Major

APPENDIX 2

Group case study assessment task (20%)

Guidelines

Task Objective

This is a group activity for students to apply a SMA tool/method/concept discussed within this subject, to an “issue”, “opportunity” or “problem” confronting an actual organisation.

Students are to be creative in their approach to this task. For example, students may select a company that has a known problem (as researched in the media etc) which can be addressed by a SMA concept. Or, it may be a case that students see an “opportunity” to apply SMA concepts to a company that will enhance its performance etc.

Task “Audience”

The scenario is that each group is a “firm” of consultants that is to present its research and findings to a senior management group of the subject company (ie your lecturer and colleague students).

Subject Organisation

This is at the discretion of each group. It may be either an international or Australian organisation – profit or not-for-profit. It does not need to be a publicly listed company. However, in the absence of close knowledge of a private company, it is recommended that a public, stock exchange listed company is used as the subject organisation as there is a far greater amount of information available (for example, see asx.com.au) .

Content

There are **three** components of the assessment task and **equal weighting** will be given to each:

- The quality, realism and validity of the defined “issue” being addressed and, of the chosen SMA concept(s) being applied to the subject organisation
- The physical presentation (verbal and visual)
- The report – including quality of analysis & recommendations and structure/readability/professional presentation of the document.

The Presentation

The presentation is to the “senior management group” of the subject company.

The duration of the presentation should not exceed 15 minutes. **This will be strictly applied.**

Not all students within the group need to present. For example some may have undertaken relatively more work in the research phase for the group. However, a minimum of 3 students need to present a component of the presentation.

Marks will be awarded based on the following criteria:

- Presentation clarity generally (e.g. of the “issue”, work undertaken, and, findings/recommendations).
- Presentation structure and how well each student links with each other i.e. it is ONE presentation, not a collection of individual student presentations
- How well the group communicates with its audience (e.g. language, style)
- Quality and use of the visual presentation material (e.g. PowerPoint slides etc)

A copy of visual materials should be handed to the lecturer for marking purposes immediately before the presentation.

The Report

The report is to be 2000 words long excluding numerical data and appendices. This is the written report that may be read by members of the senior management group in their own time.

The format of the report should be:

- Title Page (also include student names and IDs)
- Executive Summary (an overview of the purpose, approaches taken, findings and recommendations)
- Table of Contents
- Background (why and how you will approach the “issue”)
- Discussion (this can be headed however you wish – you may have multiple headings depending on what work you have undertaken.)
- Recommendations
- References
- Appendices

This report is to be handed in immediately before the presentation.

APPENDIX 3
minor presentation feedback and indicative marks

This sheet will be used to give you your feedback for your minor presentations. You should prepare carefully recognising the things we will be looking for in your preparation and presentations. Remember, **you** are helping to build study skills for yourself and your fellow students so careful thought, communication and understanding are vital for good marks.

Family Name _____ **First Name** _____ **Called** _____

Student Number _____

Presentation Day & Time _____ Minor 1 2 3 4 5 6 7

Lecturer _____

Your indicative mark out of 10 _____

Note that your indicative mark will be subject to adjustment (upwards or downwards) as all students' marks are standardised across all groups to lead to an overall average of between 65% and 80%.

THE STANDARD AT WHICH YOU PERFORMED (rating will be circled)

a+ = Outstandingly High (High Distinction plus level) a = High (Distinction level)
 b = Above Average (Credit level) c = Average (High Pass level) d = below average (needed more work to achieve good Pass) e = well below average (equates to a fail for poor or no performance)

Quality of MATERIALS	a+	a	b	c	d	e
Identification of TOPIC DIFFICULTIES	a+	a	b	c	d	e
EXPLANATION	a+	a	b	c	d	e
Extent of demonstrated UNDERSTANDING	a+	a	b	c	d	e
DEPTH of materials covered	a+	a	b	c	d	e
Apparent PREPARATION and Reading	a+	a	b	c	d	e
Presentation skills and adhering to time frame	a+	a	b	c	d	e

Other Comments:
