

School of Accounting and Commercial Law

ACCY 302 ADVANCED MANAGEMENT ACCOUNTING

Trimester Two 2009

COURSE OUTLINE

Names and Contact Details

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Course Coordinator &
 Lecturer: Mr Ken Bates RH 716a 463-6474
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Trimester Dates

Trimester 2 begins on Monday 13th July and ends on Saturday 14th November (examination period inclusive).

Teaching Period: Monday 13 July to Friday 16 October 2009

End of Year Study Period: Monday 19 October to Monday 26 October 2009

Examination Period: Tuesday, 27 October to Saturday 14 November 2009 (inclusive)

Note: Students who enrol in courses with examinations should be able to attend an examination at the University at any time during the formal examination period.

Withdrawal dates: Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

Class Times and Room Numbers

Stream 1 (CRN 213)			Stream 2 (CRN 15423)		
Day	Time	Room	Day	Time	Room
Monday	16.40 - 17.30	RHLT2	Tuesday	11.30 – 12.30	RHLT2
Tuesday	16.40 - 17.30	RHLT2	Wednesday	11.30 – 12.30	RHLT2
Friday	15.40 - 16.30	RHLT2	Friday	11.30 – 12.30	RHLT2

Course Content

Wk No.	Week commencing:	Weekly Topic Timetable	Chap	Tutorial s	All assignments due by 2.30 pm on Thursdays
1	13 July KB	Introduction and Strategic Management Accounting (SMA). Value Chain Analysis (VCA). Life cycle budgeting and costing.	1		
2	20 July KB	Activity-based costing revision... Customer profitability analysis (CPA) and customer value	Appx 6	Value chain analysis. Levi's Case.	
3	27 July JB	Decision making & constraint management: Relevant costs and short-term decisions.	3	SCM and life cycle costing. KiwiPhone Ltd	<i>Assignment 1 SMA (Levi's Personal Pair Jeans)</i>
4	3 Aug JB	Long-term decisions and investment appraisal Traditional inventory management	3 7	ABC/CPA. Aotearoa Bank Case.	
5	10 Aug JB	Contemporary inventory management	7		<i>Assignment 3 Customer Profitability (Aotearoa Bank)</i>
	13 Aug	Test 1			
6	17 Aug JB	Activity based management The capacity issue and Time-Driven ABC	Appx Rdgs	Strategic decisions. Solski Case.	
Mid Trimester Break					
7	7 Sept BB	Structural choices & transfer pricing	5	Inventory management. The 24-Hour Star Mart	<i>Assignment 2 Strategic Decision Making (Solski)</i>
8	14 Sept BB	Quality management and quality costing	8	Transfer pricing. Birch Paper Case.	
9	21 Sept BB	Target Costing Kaizen Costing	Rdgs		
	24 Sept	Test 2			
10	28 Sep BB	Environmental cost management	9	Quality Management – NRMA case.	
11	5 Oct KB	Balanced performance measurement and management.	10		<i>Assignment 4 Quality Management (NRMA)</i>
12	12 Oct KB	Performance measurement and firm value Revision	11	Performance management. The Black Swan Hotel Case.	

Chap = chapter (in course text). Appx = Appendix. Rdgs = specific readings will be recommended

Please note: the topic timetable of this course content is a guideline only and variations may occur.

Course Learning Objectives

By the end of this course, you should be able to:

1. evaluate an organisation's strategy and associated risks using a strategy-based value chain and examine the linkages to and between strategy, processes and activities;
2. discuss the importance of risk and strategic decision-making and the resulting implications for an organization at the strategic, process and activity level;
3. analyse the management of human resources, the impact of their behaviour on the organization and the associated risks;
4. evaluate the organisational structural choice between decentralisation and centralisation and consider and apply transfer pricing theory and practice;
5. discuss supplier value and the need to manage the risks associated with external relationships, and consider and apply inventory management techniques;
6. discuss customer value and risk and develop customer-focused strategies and tools for monitoring and managing customer risk exposure;
7. compare and contrast traditional environmental cost accounting with contemporary views that incorporate environmental management and risk;
8. evaluate the use of quality as an operating strategy and to manage risk;
9. develop and examine strategy-based performance measurement to enable the determination of organisational outcome/performance achievement;
10. evaluate traditional financial methods of measuring an organisation's performance and consider their relationship with firm value.

Course Prerequisites

The prerequisites for this course are ACCY001 and ACCY223. If you have not passed **both** of these courses, please see the Course Coordinator.

Expected Workload

There will be 3 hours per week of scheduled class contact time for lectures and 1 hour per week (for 8 weeks) of tutorials. In addition to this contact time, students are expected to spend at least an additional 10 hours per week on private study.

Readings

Students are required to purchase a copy of the *Assignment and Tutorial Book* from the VUW bookshop (Pipitea Campus).

Required Course Book.

Hunt, C., and Fowler, C. (2009), *Management Accounting: Strategic decision making, performance and risk*, Pearson Education New Zealand: Auckland.

Additional books.

The following books, which may prove useful in this course, have been placed on closed reserve or 3-day loan in the Commerce Library.

- Chapman, C.S., Hopwood, A.G., and Shields, M.D. (eds), (2007), *Handbook of Management Accounting Research*, 1st ed., Elsevier: Amsterdam; Boston.
- Hopper, T., Northcott, D., and Scapens, R, (2007), *Issues in Management Accounting*, 3rd edn, Prentice Hall: Harlow, England ; New York.
- Hoque Z., (2003), *Strategic Management Accounting*, 2nd edn, Pearson Education: Australia.
- Horngren, C.T., Datar, S.M., Foster, G., Rajan, M., and Ittner, C. (2009), *Cost Accounting: A managerial emphasis*, 13th edn, Pearson Prentice Hall: Upper Saddle River, NJ.
- Garrison, R.H., Noreen, E.W., and Brewer, P.C. (2006), *Managerial Accounting*, 11th edn, McGraw-Hill/Irwin: Boston.
- Hansen, D.R., and Mowen, M. (2005), *Management Accounting*, 7th edn, Thomson/South-Western: Ohio, USA.

Materials and Equipment

Materials permitted in the two tests and the final examination are:

- Non-programmable silent electronic calculators.
- Non-electronic foreign language/English translation dictionaries.

Communication of Additional Information

Additional information concerning this course will be provided in lectures, on Blackboard and/or posted on the “Accounting” notice board on the mezzanine floor of Rutherford House.

Assessment Requirements

1. Test 1 – Date & Time TBA

(Pipitea Campus)

Weighting: 20%

This test is on all material covered during the first four weeks of the trimester (weeks 1-4) including lectures, tutorials, assignments and any extra work given by the lecturer(s).

2. Test 2 – Date & Time TBA

(Pipitea Campus)

Weighting: 20%

This test is on all material covered during the middle four weeks of the trimester (weeks 5-8), including lectures, assignments, tutorials and any extra work given by the lecturer(s).

3. Final 3-hour examination, held during the examination period

Weighting: 60%

The final examination is on all material covered during the 12-week trimester.

These assessments meet the course objectives by:

- Covering all topics taught in the course.
- Integrating case studies, as completed in the mandatory assignments, into the exam.
- Assessing the understanding and application of management accounting tasks and the evaluation of management accounting theories and concepts.

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Examinations

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The examination dates for Trimester 2 are Monday 19th October to Sunday 15th November 2009 (inclusive).

Mandatory Course Requirements

In addition to obtaining an overall course mark of 50% or more, students must:

- Complete and submit all the FOUR assignments

So that you are able to meet this mandatory course requirement, completed assignments will be accepted as a *late submission*, if presented to the course administrative staff, in person, by 12 noon on **Tuesday 20th October 2009**. A list of those students who have not met the mandatory assignment requirement will be posted on Blackboard by 12 noon on **Thursday 22nd October 2009**. Students who have not met the mandatory assignment requirement will receive a K, D or E grade for the course.

Assignments

You have **FOUR assignments** due to be handed in by **2.30 pm** on the following days:

Assignment No 1: Thursday 30th 2009

Case 19 – LEVI'S PERSONAL PAIR JEANS

Assignment No 2: Thursday 13th August 2009

Case – THE AOTEAROA BANK LTD

Assignment No 3: Thursday 10th September 2009

Case – SOLSKI LTD

Assignment No 4: Thursday 8th October 2009

Case 6 – NRMA LTD, CENTRAL COAST REGION

The questions for the assignments, as well as the labels required for submission, are in the Assignment and Tutorial Book.

For each assignment, complete, cut out and staple the correct label to your assignment. Place your assignment in the **ACCY 302 Box** on the mezzanine floor of Rutherford House **no later than 2.30 pm. on the due date.**

Your assignments must be recorded as submitted in order to comply with the mandatory course requirements. However, unexplainable recording errors and the loss of assignments do occur. For this reason, you may be required to re-submit some of your completed assignments. You should therefore retain a copy of each assignment you submit.

Assignments submitted by 2.30 pm on the due date, should be returned to you during the following tutorial session. The *suggested solutions* will be posted on Blackboard.

Note: Lecturers may assign other examples as extra “homework”. Solutions to these, where available in electronic form, will be provided on Blackboard.

Tutorials

You have eight tutorial sessions that are held during the following weeks:

Trimester 2 – first half:

Tutorial Session 1: Week beginning Monday 20th 30009

Questions: Value Chains and Levi’s Personal Pair Jeans Case Study.

Tutorial Session 2: Week beginning Monday 27th July 2009

Question: Strategic cost management and life cycle costing – KiwiPhones Ltd.

Tutorial Session 3: Week beginning Monday 3rd August 2009

Question: ABC and CPA - The Aotearoa Bank Case Study.

Tutorial Session 4: Week beginning Monday 17th August 2009

Question: Strategic Decision Making - Solski Case Study.

Trimester 2 – Second half:

Tutorial Session 5: Week beginning Monday 7th September 2009

Question: Inventory management: The 24-Hour Star Mart Case Study.

Tutorial Session 6: Week beginning Monday 14th September 2009

Question: Transfer Pricing - Birch Paper Case Role Play.

Tutorial Session 7: Week beginning Monday 28th September 2009

Question: Quality Management - NRMA Case Study.

Tutorial Session 8: Week beginning Monday 12th October 2009

Question: Performance Management – The Black Swan Hotel Case.

Please ensure you have thoroughly read and worked through the assigned tutorial question(s) prior to your tutorial. *The questions for the tutorials are in the Assignment and Tutorial Book.* Solutions will be provided on Blackboard after the tutorials or after the hand in date where they relate to the assignments.

Communication of Additional Information

Additional information concerning this course will be provided in lectures, on Blackboard and/or posted on the “Accounting” notice board on the mezzanine floor of Rutherford House.

Tutorial Group Sign-up

You will be given the opportunity to sign up for one tutorial group on a first-come-first-served basis. Detailed tutorial sign-up instructions are given on the next page and on Blackboard.

The completed tutorial group lists will be available by Friday 17th July 2009. Subsequent changes can only be made if the course administrator agrees. Your tutorial group number should be noted on all assignments using the labels provided.

Purpose of Tutorials and Assignments

The purpose of tutorials and assignments is to prepare you for the tests and final examination, and for your future career, by giving you the opportunity to develop your knowledge, skill, and application ability levels. Consequently, completion of the assignments and participation in tutorials (not just attendance at!) is a must.

The assignments are mandatory but do not contribute to your final grade. They are *partially* marked and these marks are recorded. This is done to provide you with feedback on your progress and to provide supporting evidence in case of an aegrotat application.

The case studies are designed to allow you to use the technical and analysis skills learnt in ACCY223 and ACCY302 and apply them to ‘real world’ situations. They allow you to see how management accounting operates in its environments and how it fits strategically within an organisation. To reflect this philosophy, there will be a case study in the final exam. A copy of the case, but not the questions, will be provided in the last week of lectures.

Detailed Tutorial Signup Instructions

1. Go to the signup website at: <https://signups.victoria.ac.nz>
2. Enter your SCS username and password to login the system.
3. The “Signup Home” page opens. It displays all courses you are enrolled for and that use the S-Cubed Tutorial & Workshop Signup system. Click on the course you wish to sign up for.
4. The selected course page opens. It will show the course contact and brief details of the signup instructions. A “key” is provided at the bottom that explains all buttons and what they do.
5. The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial sessions.
6. If there are spaces left in a particular session, you will see the “ENROL” button next to it. You can click this button to enrol yourself into that tutorial session.
7. If there are NO more spaces left in a particular session, you will see the “JOIN WAITLIST” button, if available. You can click this button to join the waitlist for that tutorial session. Please note that you will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. In this case you are enrolled in the session; an email will be sent to you if you are enrolled into the session from a waitlist.

8. You can only “JOIN WAITLIST” if you have already enrolled in one of the other available sessions. In other words, “ENROL” in one session and then you can choose to join the waitlist for another preferred session.
9. You can choose to “WITHDRAW” from a session you have already enrolled for. You can also choose to “CANCEL WAITLIST” to remove yourself from a particular waitlist.
10. A “FULL” button indicates all seats and waitlist are full for that tutorial session. You must choose another session.
11. More details on the various buttons are available in the “Key” section at the bottom of the signup page.
12. You should “ENROL” in only ONE tutorial session and may “JOIN WAITLIST” for only ONE other tutorial session.
13. You can login and signup (or change your signup) anytime before the **closing date of the tutorial signup. You will NOT be able to sign up or change your choice after the tutorial signups have closed.**
14. You can view/confirm details of the sessions you are enrolled and waitlisted for, such as day/time and location by clicking on “My Signups” on the left hand menu.
15. Click on “Support” on the left hand menu if you are having problems.

This online signup system is available around the clock over the internet. Any requests after this date will need to be manually handled by the course administrator. You will need to submit a written application stating the reason why you were not able to sign up on time using the online system, along with other relevant documentation such as medical certificate etc.

Finally, **you must always attend the tutorial sessions that you have signed up for.** If you attend a different session, your attendance may not be recorded.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty’s Student and Academic Services Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education and Law is situated in the Easterfield Building on the ground floor (EA005). This counter is the first point of contact for:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <<http://www.turnitin.com>>. Turnitin is an on-line plagiarism prevention tool which identifies material that may have been copied from other sources including the Internet, books, journals, periodicals or the work of other students. Turnitin is used to assist academic staff in detecting mis-referencing, misquotation, and the inclusion of unattributed material, which may be forms of cheating or plagiarism. *At the discretion of the Head of School, handwritten work may be copy- typed by the School and subject to checking by Turnitin.* You are strongly advised to check with your tutor or the course coordinator if you are uncertain about how to use and cite material from other sources. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to www.victoria.ac.nz/home/about/policy/students.aspx

For information on the following topics, go to the Faculty's website www.victoria.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means *no cheating*. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other students or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: including the work of others will not be considered plagiarism as long as the work is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student

Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- cancellation of your mark for an assessment or a fail grade for the course
- suspension from the course or the University.

Find out more about plagiarism, and how to avoid it, on the University's website:

www.victoria.ac.nz/home/studying/plagiarism.html

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.

http://www.victoria.ac.nz/st_services/mentoring/