
School of Accounting and Commercial Law

ACCY 302 ADVANCED MANAGEMENT ACCOUNTING

Trimester Two 2010

COURSE OUTLINE

Names and Contact Details

Course Coordinator & Lecturer:	Mr Ken Bates Ken.Bates@vuw.ac.nz	RH 716a	463 6474
Lecturer:	Dr Bill Richardson Bill.Richardson@vuw.ac.nz	RH 721	463 7009
Lecturer	Ms Binh Bui Binh.Bui@vuw.ac.nz	RH 619	463 6679
Administrator:	Ms Pinky Shah Pinky.Shah@vuw.ac.nz	RH 708	463 5775
	Office hours:	Monday-Friday 8.30am-5pm	
	Office is closed:	10.30-10.45am and 3.30-3.45pm	

Trimester Dates

Teaching Period: Monday 12th July – Friday 15th October 2010

Study Period: Monday 18th October – Thursday 21st October 2010

Examination Period: Friday 22nd October – Saturday 13th November 2010 (inclusive)

Withdrawal from Courses

Your fees will be refunded if you withdraw from this course on or before **23 July 2010**

The last date for withdrawal from this course is the three-quarter point of the teaching period, i.e. **Friday 24 September**. After that date, withdrawal requires the permission of the Associate Dean (Students) as set out in section 8 of the Personal Courses of Study Statute

<http://policy.vuw.ac.nz/Amphora!~policy.vuw.ac.nz~POLICY~000000001743.pdf>

To apply for permission, fill in the Late Withdrawal form available from either of our Student Customer Service Desks.

Course Prerequisites

The prerequisites for this course are ACCY 001 and ACCY 223. If you have not passed **both** of these courses, please see the Course Coordinator.

Class Times and Room Numbers

Stream 1 (CRN 213)		
Day	Time	Room
Tuesday	15.40 – 16.30	RHLT2
Wednesday	15.40 – 16.30	RHLT2
Friday	15.40 – 16.30	RHLT2

Stream 2 (CRN 15423)		
Day	Time	Room
Tuesday	12.40 - 13.30	GBLT2
Wednesday	12.40 - 13.30	GBLT2
Friday	12.40 - 13.30	GBLT2

Course Content

Wk No.	Week commencing	Weekly Topic Timetable	Chap	Tutorials	All assignments due by 2.30pm on Wednesdays
1	12 July KB	Introduction and Strategic Management Accounting (SMA). Value Chain Analysis (VCA).	1&2		
2	19 July KB	Activity-based costing revision. Customer profitability analysis (CPA) and customer value.	Appx 6	Value chain analysis. Levi's Case.	
3	26 July BB	Life cycle budgeting and costing. Target and Kaizen Costing.	2 & 8 Rdgs	ABC/CPA. Aotearoa Bank Case.	<i>Assignment 1 SMA (Levi's Personal Pair Jeans)</i>
4	2 Aug BB	Quality management and quality costing.	8	SCM and life cycle costing. KiwiPhone Ltd.	<i>Assignment 2 ABC/CPA (Aotearoa Bank)</i>
5	Mon 9th Aug	Test 1 (On work covered in lectures during week 1 to 3) @ 17.30			
5	9 Aug BB	Environmental cost management.	9		
6	16 Aug BB	Structural choices & transfer pricing.	5	Quality Management NRMA Case.	
Mid Trimester Break					
7	6 Sept WR	Decision making & constraint management: Relevant costs and short-term decisions.	3	Transfer pricing. Wellington Trailers.	<i>Assignment 3 Quality Management (NRMA)</i>
8	13 Sept WR	Long-term decisions and investment appraisal.	3	Strategic decisions. Solski Case.	
9	Mon 20th Sept	Test 2 (On work covered in lectures during weeks 4 to 8) @ 17.30			
9	20 Sept WR	Traditional inventory management Contemporary inventory management.	7		<i>Assignment 4 Strategic Decision Making (Solski)</i>
10	27 Sept WR	Activity based management The capacity issue and Time-Driven ABC.	Appx Rdgs	Inventory management. The 24-Hour Star Mart.	
11	4 Oct KB	Balanced performance measurement and management.	10		
12	11 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.

Late Assignment Penalties

Assignments must be handed in on the due date unless prior permission has been granted or unless proof of exceptional circumstances can be produced. Please note: any copying of assignments answers will be considered plagiarism and dealt with according to the policy outlined at <http://www.victoria.ac.nz/home/study/plagiarism.aspx>

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;
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 valuing organisations and compare and contrast with the risk-adjusted view of organisational valuation.

Course Delivery

The theory and practice of Management Accounting will be introduced in lectures which may include practical exercises (so bring your thinking caps and calculators). Tutorials are predominantly case based and are an essential part of the course delivery as they re-enforce the theory and teach you the practical application of management accounting techniques to solve business problems. This type of case analysis is an essential element of the Advanced Management Accounting Course and the final exam includes unseen questions on a case study that will be issued to students during week 12.

There are eight tutorials in this course. Please refer to pages 5, 6 and 8 for details on dates and tutorial sign-up and notification procedures.

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, an average student should spend 13 hours per week on preparation, reading, and post lecture private study.

Group Work

You may find it beneficial to form study groups to help you prepare answers to tutorial questions and cases and you may be directed to work in groups during the tutorial sessions themselves. However, there will be no assessed group work, and the assignments submitted for marking are expected to be your own, individual pieces of work.

Readings

Set Course Text.

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

As well as the set text, students are required to purchase a copy of the *Assignment and Tutorial Book* from the VUW bookshop (Pipitea Campus).

Additional books.

The following books have been placed on closed reserve or 3-day loan in the Commerce Library.

- 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.
- 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.
- Langfield-Smith, K., Thorne, H. and Hilton, R.W. (2009) *Management Accounting: Information for creating and managing value*. 5th edn, McGraw Hill: Australia

Supplementary Readings.

Additional readings may be recommended in lectures and/or indicated via Blackboard during the course.

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.

Assessment Requirements

1. Test 1 – Week 5 – Monday 9th August 2010 (Pipitea Campus)

Weighting: 20%

This test is on all material covered during the first three weeks of the trimester (weeks 1-3) including lectures, tutorials, assignments and any extra work given by the lecturer(s).

2. Test 2 – Week 9 – Monday 20th September 2010 (Pipitea Campus)

Weighting: 20%

This test is on all material covered during the middle five weeks of the trimester (weeks 4-8), 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 whole 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.

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 final examination for this course will be scheduled at some time during the period **Friday 22nd October – Saturday 13th November 2010 (inclusive)**

Mandatory Course Requirements

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

- Complete and submit the **FOUR** assignments
- Attend **6 out of 8** tutorials.

An attendance register will be kept for tutorials. If you find it necessary to miss a tutorial please notify the tutor or Course Administrator in advance, so arrangements can be made for you to attend another tutorial stream. There are 8 tutorials in total. As emergencies and unexpected occurrences can occur, it is only mandatory to attend 6 of the 8 tutorials as a mandatory course requirement. Accordingly, you do not need to produce medical certificate or other documentation if you miss only 1 or 2 tutorials.

If you attend less than 6 of the tutorials, you will need to produce medical certificate or equivalent documentation for *all* tutorials missed.

A list of those students who have not met the mandatory course requirements will be posted on Blackboard by 12 noon on **Thursday 21 October 2010**. Students who have not met the mandatory course requirements will receive a K, D or E grade for the course.

Assignments

You will have **FOUR assignments** and it is a **mandatory course requirement** to complete and submit **all four** of these assignments by **2.30 pm** on the due date as follows:

Assignment No 1: Wednesday 28th July 2010

Case – LEVI'S PERSONAL PAIR JEANS

Assignment No 2: Wednesday 4th August 2010

Case – THE AOTEAROA BANK LTD

Assignment No 3: Wednesday 8th September 2010

Case – NRMA LTD, CENTRAL COAST REGION

Assignment No 4: Wednesday 22nd September 2010

Case – SOLSKI LTD

Assignment labels are provided on page 63 of your Assignment and Tutorial Book.

Tutorials

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

Trimester 2 – First half:

Tutorial Session 1: Week beginning Monday 19th July 2010

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

Tutorial Session 2: Week beginning Monday 26th July 2010

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

Tutorial Session 3: Week beginning Monday 2nd August 2010

Question: Strategic Cost Management and Life Cycle Costing – KiwiPhones Ltd.

Tutorial Session 4: Week beginning Monday 16th August 2010

Question: Quality Management – NRMA Case Study.

Trimester 2 – Second half:

Tutorial Session 5: Week beginning Monday 6th September 2010

Question: Transfer Pricing – Wellington Trailers.

Tutorial Session 6: Week beginning Monday 13th September 2010

Question: Strategic Decision Making – Solski Case Study.

Tutorial Session 7: Week beginning Monday 27th September 2010

Question: Inventory Management: The 24-Hour Star Mart.

Tutorial Session 8: Week beginning Monday 11th October 2010

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.

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 page 8 and on Blackboard.

The completed tutorial group lists will be available by **Friday 17th July 2010**. 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 *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 ACCY 223 and ACCY 302 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.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Communication of Additional Information

Additional information concerning this course will be provided in lectures or posted on Blackboard.

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 compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. 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.

For the following important information follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

<http://www.victoria.ac.nz/home/about/policy>

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices

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

Manaaki Pihipihinga Programme

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

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.