

School of Accounting and Commercial Law

ACCY 302 Advanced Management Accounting

Trimester One 2011

COURSE OUTLINE

Names and Contact Details

Course Coordinator &

Lecturer: Dr Carolyn Fowler RH 603 463-6506
Carolyn.Fowler@vuw.ac.nz
Weeks 1-3 and 8-10

Lecturer: Mr Ken Bates RH 716a 463-6474
Ken.Bates@vuw.ac.nz
Weeks 4-7 and 11-12

Administrator: Ms Danielle Van Resseghem RH 708 463-7465
Danielle.VanResseghem@vuw.ac.nz

Trimester Dates

- Teaching Period: Monday 28 February – Friday 3rd June
- Study Period: Monday 6 June – Thursday 9 June
- Examination Period: Friday 10 June – Saturday 2 July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before 11 March 2011.
2. The standard last date for withdrawal from this course is *14 May*. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an ‘*Application for Associate Dean’s Permission to Withdraw Late*’ including supporting documentation

The application form is available from either of the Faculty’s Student Customer Service Desks.

Class Times and Room Numbers

- Monday 4.40 to 5.30 p.m. in GB LT1
- Wednesday 4.40 to 5.30 p.m. in GB LT1

There are eight tutorials in this course. Please refer to pages 6 and 7 for details on dates and tutorial sign-up and notification procedures.

Course Content

	Dates		Weekly Topic Timetable	Chpt	Tutorials	Assignments due Wednesday, 4.30 p.m.
1	Feb Mar (CF)	28 2	Introduction Strategic Management Accounting (SMA)/Strategic Cost Management (SCM)	1 1		
2	Mar (CF)	7 9	SMA/SCM and Value chain analysis	2		
3	Mar (CF)	14 16	Life cycle costing and reporting Activity-based management (ABM) and SMA	2 appdx	Value chains and <i>Levis Case</i>	
4	Mar (KB)	21 23	Customer value and customer accounting	6	SCM and lifecycle costing - Kiwiphone Ltd	<i>Assignment 1 Levi's Personal Pair Jeans</i>
5	Mar (KB)	28 30	Decision making in a strategic context	3 T&AB, p. 53		
5	Mar	29	Test 1			
6	Apr (KB)	4 6	Divisionalisation and transfer pricing	5	CPA - <i>Aotearoa Bank</i>	
7	Apr (KB)	11 13	Financial performance measurement (PM) and firm value	11	Transfer pricing - Wellington Trailers	<i>Assignment 2 Aotearoa Bank</i>
MID TERM BREAK						
8	May (CF)	2 4	Supplier value and management	7	Divisional PM - Sliced Bread	
9	May (CF)	9 11	Quality management and costing	8		
9	May	10	Test 2			
10	May (CF)	16 18	Management accounting for sustainability	9	Quality management and performance - <i>NRMA</i>	
11	May (KB)	23 25	Balanced performance measurement	10	Environmental costing – Blue Duck Bar and Restaurant	<i>Assignment 3 NRMA</i>
12	May Jun (KB)	30 1	Performance measures, standards and rewards.	4	Performance management: <i>Case review – The Black Swan Hotel</i>	

The weekly topic timetable of this course content is a guideline only and variations may occur.

NOTE:

- KB – Ken Bates
- CF – Carolyn Fowler
- T&AB – Tutorial and Assignment Book

Course Learning Objectives

By the end of this course, students 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. Explain the importance of strategic decision-making and the resulting implications for an organisation at the strategic, process and activity level.
3. Evaluate divisionalisation options, alternative transfer pricing systems, and performance management systems.
4. Discuss supplier and customer value and the management accounting implications of supplier and customer linkages.
5. Examine the management accounting contribution to the management of quality and sustainability.

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.

Course Delivery

The formal instruction in this course consists of 24 lectures of 50 minutes each, plus eight tutorials of 50 minutes each. Before attending the lectures, you should read the assigned chapter and print of any lecture notes from Blackboard. Before each tutorial, students need to read and work through the tutorial questions. The Tests and Final Exam will be set assuming students have attended all lectures and tutorials.

Expected Workload

It is expected that a students' workload in this course will be, on average, 10 hours a week making a total of 150 hours. These 150 hours is comprised of 32 hours of lectures and tutorials; background reading for lectures - 36 hrs; tutorial and case study preparation - 47 hrs; and review of material for the two tests and examination - 35 hrs.

Readings

Set 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).

Recommended Reading (on closed reserve)

- Garrison, R., Noreen, E., and Brewer, P. (2010), *Managerial Accounting* (13th edition), McGraw-Hill.

Additional books

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

- Hopper, T., Northcott, D., and Scapens, R. (2007), *Issues in Management Accounting*, 3rd edn, Prentice Hall: Harlow, England; New York.
- 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.
- Hoque Z., (2003), *Strategic Management Accounting*, 2nd edn, Pearson Education: Australia.

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 Tuesday 29 March at 5.40 p.m. (Pipitea Campus)

Weighting: 20%

This test is 60 minutes long and can include any of the 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 – Week 9 Tuesday 10 May at 5.40 p.m. (Pipitea Campus)

Weighting: 20%

This test is 60 minutes long and can include any of the 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 Examination, held during the examination period

Weighting: 60%

The final examination is two hours long and can cover any of the material covered during the 12-week trimester. An emphasis will be placed on material not previously assessed in tests, in particular the material covered in the last four weeks (weeks 9-12). However, the integrative nature of management accounting requires that all course material should be thoroughly revised and drawn on as appropriate in answers, particularly in regard to the Case Study questions.

These assessments meet the course objectives by:

- Covering the topics taught in the course relating to the five course objectives.
- 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 final examination for this course will be scheduled at some time during the period from Friday 10 June – Saturday 2 July 2011.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made 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.

Mandatory Course Requirements

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

- Complete and submit all **THREE** 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 try to 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 tutorials as a course requirement. Accordingly, you do not need to produce a medical certificate or other documentation if you do not attend 1 or 2 of the 8 tutorials.

However 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 requirement will be posted on Blackboard by 12 noon on **Thursday 9 June 2011**. Students who have not met the mandatory course requirement will receive a K, D or E grade for the course.

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>

Assignments

You have **THREE assignments** due by **4.30 pm**. on the following days:

Assignment No 1: Wednesday 23 March 2011

Case Study – LEVI'S PERSONAL PAIR JEANS

Assignment No 2: Wednesday 13 April 2011

Case Study– THE AOTEAROA BANK LTD

Assignment No 3: Wednesday 25 May 2011

Case Study– 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.

The assignments are regarded as formative assessment and so your answers will be marked to give you appropriate feedback on your progress throughout the course, but the actual marks awarded will not count towards your overall course assessment mark.

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 4.30 p.m. on the due date. Assignments should be returned to you during the following tutorial session. The *suggested solutions* will be posted on Blackboard.

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.

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:

Tutorial Session 1: Week beginning Monday 14 March 2011

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

Tutorial Session 2: Week beginning Monday 21 March 2011

SMA/SCM and Lifecycle Costing: Kiwiphone Ltd.

Tutorial Session 3: Week beginning Monday 4 April 2011

Customer Profitability Analysis - Aotearoa Bank Case Study.

Tutorial Session 4: Week beginning Monday 11 April 2011

Transfer Pricing: Wellington Trailers.

Tutorial Session 5: Week beginning Monday 2 May 2011

Divisional Performance Measurement: Sliced Bread Ltd.

Tutorial Session 6: Week beginning Monday 16 May 2011

Quality Management - NRMA Case Study.

Tutorial Session 7: Week beginning Monday 23 May 2011

Environmental Cost Management: The Blue Duck Bar and Restaurant.

Tutorial Session 8: Week beginning Monday 30 May 2011

Performance Management Case Review - The Black Swan Hotel.

Please ensure you have 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, except 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 the next page and on Blackboard.

The completed tutorial group lists will be available on or by **Wednesday 9 March 2010**. Subsequent changes can only be made if the course administrator agrees. Your tutorial group number should be noted on all assignments.

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.

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

Find key dates, explanations of grades and other useful information at www.victoria.ac.nz/home/study.

Find out about academic progress and restricted enrolment at www.victoria.ac.nz/home/study/academic-progress.

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy, except qualification statutes, which are available via the Calendar webpage at www.victoria.ac.nz/home/study/calendar (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

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/