

School of Accounting and Commercial Law

**ACCY 302 - Advanced Management Accounting**

Trimester Two 2011

**COURSE OUTLINE**

**Names and Contact Details**

Course Coordinator &

Lecturer: Mr Ken Bates RH 716a 463-6474  
[Ken.Bates@vuw.ac.nz](mailto:Ken.Bates@vuw.ac.nz)  
 Weeks 4-6 and 10-12

Lecturer: Dr Carolyn Fowler RH 601 463-6506  
[Carolyn.Fowler@vuw.ac.nz](mailto:Carolyn.Fowler@vuw.ac.nz)  
 Weeks 1-3 and 7-9

Administrator: Ms Lucy May RH 708 463-5775  
[Lucy.May@vuw.ac.nz](mailto:Lucy.May@vuw.ac.nz)  
 Office hours: Monday-Friday 8.30am-5pm  
 Office is closed: 10.30-10.45am and 3.30-3.45pm

**Trimester Dates**

- Teaching Period: Monday 11 July – Friday 14 October
- Study Period: Monday 17 October – Thursday 20 October
- Examination Period: Friday 21 October – Saturday 12 November (inclusive)

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before 22 July 2011.
2. The standard last date for withdrawal from this course is Friday 23 September 2011. 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**

Stream 1 (CRN 213)		
Day	Time	Room
Monday	10.30 to 11.20	RHLT1
Wednesday	10.30 to 11.20	RHLT1

Stream 2 (CRN 15423)		
Day	Time	Room
Monday	11.30 to 12.20	RHLT1
Wednesday	11.30 to 12.20	RHLT1

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

# Planned Course Content

Week No.	W/c Date	Weekly Topic Timetable	Ch	Tutorials	Assignments due Wednesday - before 2.00 p.m.
1	11 July CF	Introduction Strategic Management Accounting (SMA) Strategic Cost Management (SCM)	1	.	
2	18 July CF	SMA/SCM and Value Chain Analysis	2		
3	25 July CF	Target costing and Life cycle reporting Activity-based management (ABM) and SMA	2 app	Value Chains Analysis <i>Levis Case</i>	
4	1 Aug KB	Customer value and customer accounting	6	SCM & lifecycle costing <i>KiwiPhone</i>	<i>Assignment 1 Levi's Personal Pair Jeans</i>
<b>5</b>	<b>9 Aug</b>	<b>Test 1 (on work introduced in lectures weeks 1 to 3)</b>			
5	8 Aug KB	Divisional structure and transfer pricing	5		
6	15 Aug KB	Financial performance measurement and firm value	11	CPA <i>Aotearoa Bank</i>	
<b>Mid Trimester Break</b>					
7	5 Sep CF	Supplier value and management	7	Transfer pricing <i>Wellington Trailers</i>	<i>Assignment 2 Aotearoa Bank</i>
8	12 Sep CF	Quality management and costing	8	Divisional PM <i>Sliced Bread</i>	
<b>9</b>	<b>20 Sept</b>	<b>Test 1 (on work introduced in lectures weeks 4 to 6)</b>			
9	19 Sep CF	Management accounting for sustainability	9		
10	26 Sep KB	Decision making in a strategic context	3 Rdg	Quality costing and performance <i>Texas Instruments</i>	
11	3 Oct KB	Balanced performance measurement	10	Environmental cost management <i>Blue Duck Bar and Restaurant</i>	<i>Assignment 3 Texas Instruments</i>
12	10 Oct KB	Performance measures, standards and rewards.	4	<i>Case review Black Swan Hotel</i>	

Please note: the weekly topic timetable of planned course content is a guide only and may change.

Lecturers: CF = Carolyn Fowler, KB = Ken Bates.

Ch = chapter in course text, app = appendix, Rdg = Reading.

## 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 off any lecture notes from Blackboard. Before each tutorial, students need to read **and work through** the tutorial questions. The tutorial questions are a good guide to the type of questions and cases that will be used in course assessments. 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.

## Group Work

There is no assessed group work on this course.

## 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* (13<sup>th</sup> 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.
- Langfield-Smith, K., Thorne, H. and Hilton, R.W. (2009) *Management Accounting: Information for Creating and Managing value*. 5<sup>th</sup> edn, McGraw Hill: Australia

#### *Supplementary Readings.*

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

### **Materials and Equipment**

The two tests and the final examination exam are **closed book**. Materials permitted in the two tests, and the final examination, are as follows:

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

### **Assessment Requirements**

#### **1. Test 1 – Week 5 Tuesday 9 August at 5.40 p.m. (Pipitea Campus)**

*Weighting: 20%*

This test is 60 minutes long and can include any of the material introduced during lectures in the first three weeks of the trimester (weeks 1-3), including material subsequently reinforced during tutorials, assignments, and/or by any extra work given by the lecturer(s).

#### **2. Test 2 – Week 9 Tuesday 20 September at 5.40 p.m. (Pipitea Campus)**

*Weighting: 20%*

This test is 60 minutes long and can include any of the material introduced during lectures in weeks 4 to 6, including material subsequently reinforced during tutorials, assignments, and/or by 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 will predominantly consist of questions relating to a case study provided to students in week 12. The examination can cover any of the material covered during the 12 week trimester.

These assessments meet the course objectives by:

- Covering the majority of topics taught in the course.
- Integrating case studies, as completed in the mandatory assignments, into the examination.
- Assessing the understanding and application of management accounting tools and techniques 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 21 October – Saturday 12 November (inclusive)**.

## **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 on time a bona fide attempt (see definition on blackboard) at all **THREE** assignments.
- Attend at least **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 an alternative tutorial stream. As emergencies and unexpected occurrences can occur, you are only required to attend 6 of the 8 tutorials as a mandatory course requirement, but you are strongly recommended to attend all 8.

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 20 October 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 (e.g. a medical certificate in the event of illness) is produced. Any copying of assignment 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 to be handed in by 2.00 pm on the following days:

Assignment No 1: Wednesday 3 August 2011  
Case – LEVI'S PERSONAL PAIR JEANS

Assignment No 2: Wednesday 7 September 2011  
Case – THE AOTEAROA BANK LTD

Assignment No 3: Wednesday 5 October 2011  
Case – TEXAS INSTRUMENTS

*The questions for the assignments are in the Assignment and Tutorial Book.*

An electronic cover sheet will be available on Blackboard. Please complete as appropriate and attach to each assignment. 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 an assignment cover sheet (available on blackboard) and staple to your assignment. Place your assignment in the **ACCY 302 Box** on the mezzanine floor of Rutherford House no later than 2.00 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 25 July 2011*

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

*Tutorial Session 2: Week beginning Monday 1 August 2011*

Strategic Cost Management and Lifecycle Costing Question – KiwiPhone.

*Tutorial Session 3: Week beginning Monday 15 August 2011*

Customer Profitability Analysis - Aotearoa Bank Case Study.

*Tutorial Session 4: Week beginning Monday 5 September 2011*

Transfer Pricing Question – Wellington Trailers.

*Tutorial Session 5: Week beginning Monday 12 September 2011*

Divisional Performance Measurement Question – Sliced Bread.

*Tutorial Session 6: Week beginning Monday 26 September 2011*

Quality Costing and Performance – Texas Instruments Case Study.

*Tutorial Session 7: Week beginning Monday 3 October 2011*

Environmental Cost Management Question – Blue Duck Bar and Restaurant.

*Tutorial Session 8: Week beginning Monday 10 October 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 by **Wednesday 20 July 2011**. 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 a medical certificate.

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](http://www.victoria.ac.nz/home/study)

Find out about academic progress and restricted enrolment at

<http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at [www.victoria.ac.nz/home/about/policy](http://www.victoria.ac.nz/home/about/policy), except qualification statutes, which are available via the Calendar webpage at

<http://www.victoria.ac.nz/home/study/calendar.aspx> (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](http://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](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

**Faculty of Commerce and Administration Offices**

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

**Te Pūtahi Atawhai**

**Maori and Pacific Mentoring Programme**

[http://www.victoria.ac.nz/st\\_services/tpa/index.aspx](http://www.victoria.ac.nz/st_services/tpa/index.aspx)