

School of Accounting and Commercial Law

## **MMPA 512 ADVANCED MANAGEMENT ACCOUNTING**

Trimester 2 2012

### **COURSE OUTLINE**

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<b>Names and Contact Details</b>	<b>Office</b>	<b>Telephone</b>
<i>Course Coordinator &amp; Lecturer</i> Ken Bates <a href="mailto:Ken.Bates@vuw.ac.nz">Ken.Bates@vuw.ac.nz</a> Office Hours: TBA	RH 716A	463 6474
<i>Lecturer</i> Bhagwan Khanna <a href="mailto:Bhagwan.Khanna@vuw.ac.nz">Bhagwan.Khanna@vuw.ac.nz</a> Office Hours: TBA	TBA	TBA
<i>Course Administrator</i> Pinky Shah <a href="mailto:Pinky.Shah@vuw.ac.nz">Pinky.Shah@vuw.ac.nz</a> Office hours: Monday-Friday, 8.30am-5pm	RH 728	463 6921

#### **Trimester Dates**

Teaching Period: Monday 16 July – Friday 19 October  
Study Period: Monday 22 October – Thursday 25 October  
(Monday 22 October is a public holiday, Labour Day)  
Examination Period: Friday 26 October – Saturday 17 November (inclusive)

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 27 July 2012.
2. The standard last date for withdrawal from this course is Friday 28 September. 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

There are 12 two hour lectures and 12 one hour seminars (for which the class is split into two seminar groups). Students are expected to attend all lectures and all seminars (whether presenting or not). Lectures involve a mixture of delivery of material by lecture, class discussion, and group work; seminars are designated for student led activity, including group project case presentations and individual project paper critique presentations.

### Week 1 only:

Lecturer (whole class)	Thursday	5.40 - 7.30pm	GBLT 3
Seminar (whole class)	Thursday	7.40 - 8.30pm	GBLT 3

### Week 2 onwards:

Lecturer (whole class)	Thursday	6.40 - 8.30pm	GBLT 3
Seminar A (half class)	Thursday	4.40 - 5.30pm	RWW 125
Seminar B (half class)	Thursday	5.40 - 6.30pm	GBLT 3

## Course Learning Objectives

Students who are successful in this course will be able to:

- Discuss and evaluate various Strategic Management Accounting approaches with specific reference to the application of strategic cost management, value chain analysis and lifecycle management and reporting.
- Critique the use of Activity-Based Costing for management decisions and apply customer profitability analysis.
- Explain, calculate and apply inventory management concepts and practices.
- Discuss the utility of alternative structural choices and approaches to transfer pricing.
- Explain and examine environmental cost management.
- Discuss and evaluate quality management and costing.
- Explain and apply activity-based management principles.
- Critique performance measurement (PM) systems and explain the principles of incentives and compensation.
- Consider the development of management accounting and its future.

## Course Delivery

The course is delivered primarily through one two-hour lecture session per week for twelve weeks. Each lecture session will consist of a mixture of lectures, class discussions and short problem-based assignments. Lectures will be backed up by seminars, from weeks 2 to 12, in which student case presentations and discussion will be used to demonstrate the practical application of management accounting tools and techniques. The assigned chapters and readings for that week are expected to be completed prior to class. Lecturers may also post extra learning materials and readings on Blackboard. It is suggested that students regularly check blackboard for updates, announcements and materials.

## Expected Workload

It is expected that a student's workload in this course will be a total of 150 hours. The 150 hours is comprised of 36 hours of class time; background reading for lectures and case presentations – 36 hrs; critique preparation – 16 hrs; case presentation preparation and other learning activities – 36 hours, and review of material for the exam – 26 hrs.

## Planned Course Content

Week	Date	Topic	Readings	Case Presentations
1	19 Jul KB	Introduction to course Value Chain Analysis and Life Cycle Reporting	Chapters one and two	
2	26 Jul KB	ABC in services, from ABC to TDABC	Appendix Supplementary reading.	K2 (practice case) All Groups
3	2 Aug KB	Strategic decision making	Chapter three	Sellit – CS Dept. Group 1
4	9 Aug KB	Customer profitability analysis and customer value	Chapter six	Solski Ltd. Group 2
5	16 Aug KB	Divisionalisation and transfer pricing	Chapter five	Karori Cakes. Group 3
6	23 Aug KB	Financial performance measurement and firm value	Chapter eleven Supplementary reading.	Wellington Trailers All Groups
Mid Trimester Break				
7	13 Sep BK	Supplier value and inventory management	Chapter seven	Lifestyle Group Group 4
8	20 Sep BK	Quality costing and management	Chapter eight	TBA - Group 1
21 September	Hand in date for individual project – paper critique.			
9	27 Sep BK	Environmental cost management	Chapter nine	TBA - Group 2
10	4 Oct BK	Critique of balanced performance measurement models.	Chapter ten Supplementary reading	Speed presentations of paper critiques.
11	11 Oct BK	Incentives, compensation & empowerment	Chapter four	TBA - Group 3
12	18 Oct BK	Activity-based management (ABM) and Revision	Appendix Supplementary reading	TBA - Group 4

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

NOTE: KB = Ken Bates BK = Bhagwan Khanna

TBA = Case details to be advised in due course.

## Readings

*Set Course Text (to be purchased).*

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

*Additional books.*

The following books 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.
- 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.
- Reeve, J. (2000) *Readings and Issues in Cost management*, South-Western College Publishing, Thomson Learning, Canada.

*Supplementary Readings.*

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

## Materials and Equipment

The examination is **closed book**. Materials permitted in the examinations are:

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

## Summary of Assessment Requirements

Group case presentations	20%	<b>Two</b> reports, each to be handed to lecturer immediately before case presentations (see course schedule).
Research paper critique	20%	Submit critique by <b>2.00 pm on Friday 21 September 2012</b> . Presentations on <b>Thursday 1 October 2012</b> .
Examination	60%	Date to be advised. [During period Friday 26 October – Saturday 17 November 2012 (inclusive)].

## Assessment Requirements:

### 1. Group Case Presentations

**To be assigned during week one**

*Weighting: 20%*

The class will be allocated into small groups. Each group will be responsible for the presentation to the class of two case studies. The presentation should be planned to be a maximum of 30 minutes per group, and be followed by 15 minutes for questions and class discussion. For each case presentation, the presenting group will be acting as a team of consultants (or an internal project work group) hired (or constituted) to address a particular problem and present their recommendations to management. An oral presentation **and** a written, executive style, report will be required, each worth 50% of the overall marks. More detail is provided on the case presentation marking scheme, which will be circulated. Students will also have the opportunity to participate in a practice case presentation during week 2 seminars and gain feedback on their performance.

The written report should be handed to the lecturer immediately BEFORE the oral presentation. The presenting group will need to outline the case problem, explain the relevant management accounting techniques they have used to address the problem and present the analysis undertaken and appropriate recommendations and conclusions, i.e. their proposed solution to the case. They will also be expected to answer questions from other groups, and justify their recommendations as necessary.

All other groups should have worked on the case and prepared their own answers and hence be in a position to “challenge” the presenting group and discuss different interpretations or answers. The other groups will *each be required to ask at least one question* of the presenting group *who will gain marks for the quality of their answers*.

We expect that students should spend on average 12 hours working on this project. A significant amount of this time, although not all, will be working as a group. It is expected that all members of the group make a significant contribution to the group project and it is up to the group themselves to ensure that this happens and the work is split equitably. Therefore, all group members will receive the same mark.

## **2. Research Paper Critique**

**Due on or before 2.00 p.m. 21 September 2012**

*Weighting: 20%*

This individual assessment is a written critique (maximum 1,200 words) and speed presentation (maximum 2.5 minutes) of one assigned research paper. Students will be given a list of papers to choose from during the first 2 weeks of the trimester.

**The written critique** is to be in the form of a report to the chief executive of your (imagined or real) company and should provide a critique of the article that covers the following:

Content:

- State the purpose of the article.
- Outline the author’s main arguments and/or findings.
- Discuss the major areas of agreement/disagreement you have with the author’s research method and/or arguments and/or conclusions.

Implications:

- Briefly outline the type of company you work for (or are assumed to work for in relation to this report and the subsequent presentation).
- Identify the implications of this article for management accountants and/or management practice within this company.
- Identify any risks associated with doing nothing and/or the potential benefits from taking the recommended action

Recommendations:

- Make proposals to the chief executive in respect of what the company should do in relation to the key issues addressed, or proposals made in the paper.
- Be as specific as possible about what changes should take place and why.

Project reports should be attached to the assignment cover sheet which can be found in the assessments folder on Blackboard. The reports should then be placed in the MMPA 512 assignment box on the mezzanine floor in Rutherford House no later than **2.00 pm on Friday 21 September 2012**.

**Please state the word count of your report** and note that project reports that exceed 1,200 words will be subject to a 10% penalty per 100 words over the 1,200 word limit.

**The speed presentation** will be to your seminar group and will take place on Thursday 1 October 2012 during your normal seminar time. Your aim is to succinctly inform the CEO of your company of the key message of the paper and its main implications for your company. In 2.5 minutes can you convince the CEO that they really must read your full critique?

The mark allocation for the individual project will be as follows:

Report:	
Content	25%
Implications	25%
Recommendations	25%
Speed presentation	25%

### Quality Assurance 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 FCom programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.*

### **3. Examination**

*Weighting: 60%*

The examination is two hours long and may cover material introduced during lectures throughout the whole course, and any extra work given by the lecturer(s). The exam will contain mini-case questions and may require you to critique an academic paper provided to you in week 12 of the course.

The examination for this course will be scheduled at some time during the period from Friday 26 October – Saturday 17 November (inclusive).

**Note:** These assessments meet the course objectives by:

- Covering the majority of topics taught in the course.
- Assessing the understanding and application of management accounting tools and techniques and the evaluation of management accounting theories and concepts.

### **Penalties**

A penalty of 5% per day (inclusive of weekends) will be applied for all late research paper critiques. Research paper critiques that exceed 1,500 words will be subject to a 10% penalty per 100 words over the 1,500 word limit.

### **Mandatory Course Requirements**

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

- Fully participate in the Group project, including both the preparation of the report and of the presentation.

### **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 and posted on Blackboard: <http://blackboard.vuw.ac.nz>. Urgent notices will be circulated by email.

### **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**

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 Office**

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

### **Te Putahi Atawhai**

**Maori and Pacific Mentoring Programme**

<http://www.victoria.ac.nz/tpa/>