

School of Accounting and Commercial Law

MMPA 512 ADVANCED MANAGEMENT ACCOUNTING

Trimester 2, 2016

COURSE OUTLINE

Prescription

Strategic applications of cost and management accounting.

Course Learning Objectives

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

- (a) 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.
- (b) Critique the use of Activity-Based Costing for management decisions and apply customer profitability analysis.
- (c) Explain, calculate and apply inventory management concepts and practices.
- (d) Discuss the utility of alternative structural choices and approaches to transfer pricing.
- (e) Explain and examine environmental cost management.
- (f) Discuss and evaluate quality management and costing.
- (g) Explain and apply activity-based management principles.
- (h) Critique performance measurement (PM) systems and explain the principles of incentives and compensation.
- (i) Consider the development of management accounting and its future.

Course Content

A lecture, reading and case presentation schedule is provided on page 2.

Trimester Dates

Teaching Period: Monday 11th July – Friday 14th October

Study Period: Monday 17th October – Thursday 20th October

Examination Period: Friday 21st October – Saturday 12th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 22nd July 2016.
2. The standard last date for withdrawal from this course is Friday 23rd September 2016. 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 or [online](#).

Planned Course Content

Week	Date	Weekly Topic Timetable	Readings	Seminar(s)
1	13 Jul KB	Strategic management accounting (SMA). Strategic cost management (SCM).	1 & 2	Introduction to course
2	20 Jul KB	Target costing and life cycle reporting.	2	Practice case: All groups <i>K2 Adventure Gear</i>
3	27 Jul KB	Activity-based management. Time-driven ABC.	3	Practice critique: All groups <i>Cooper & Chew (1996)</i>
4	3 Aug KB	Divisionalisation and transfer pricing systems.	6	Group 1 presentation: TDABC case
5	10 Aug KB	Financial performance measurement and firm value.	12	All groups: Transfer pricing role play: <i>Wellington Trailers</i>
6	17 Aug CF	Strategic decision making.	4	Group 2 presentation: Financial performance measurement case
MID-TRIMESTER BREAK (Monday 22 August to Sunday 4th September)				
7	7 Sep CF	Supplier and inventory management.	8	All groups: Decision making exercise
8	14 Sep CF	Quality management and costing.	9	Group 3 presentation: Supplier performance case
Wednesday 21 September 2016 – Hand in date for individual project – paper critique.				
9	21 Sep CF	Management accounting for the environment.	10	All groups: The quality management game
10	28 Sep KB	Customer value and customer accounting.	7	Group 4 presentation: Environmental costing case
11	5 Oct KB	Critique of balanced performance measurement models.	11	Group 5 presentation: Customer accounting case
12	12 Oct CF	Management accounting – past, present and future.	Reading	Revision

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

Lecturers: KB = Ken Bates CF = Carolyn Fowler

Readings = reference to relevant chapter in Hunt, Fowler and Drennan, 2013.

Details of any supplementary readings will be posted on Blackboard.

Names and Contact Details	Office	Telephone
<i>Course Coordinator & Lecturer</i>	Carolyn Fowler carolyn.fowler@vuw.ac.nz Office Hours: Wednesdays, 2.20-3.30 pm	RH 601 463 6506
<i>Lecturer</i>	Ken Bates ken.bates@vuw.ac.nz Office Hours: TBA	RH 716a 463 6474
<i>Course Administrator</i>	Rebekah Sage rebekah.sage@vuw.ac.nz Office hours: Monday-Friday, 8.30 am-5.00 pm	RH 728 463 6921

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, except in week 1 and week 12). Students are expected to attend all lectures and all seminar sessions for their group.

Week 1:

Lecture/seminar (whole class)	Wednesday 5.40 pm – 8.30pm	RHLT2
-------------------------------	----------------------------	-------

Weeks 2 to 11 (inclusive):

Lecture (whole class)	Wednesday 6.40 pm – 8.30pm	RHLT2
Seminar group A (half the class)	Wednesday 4.40 pm – 5.30 pm	RHLT3
Seminar group B (half the class)	Wednesday 5.40 pm – 6.30 pm	RHLT2

Week 12:

Lecture/seminar (whole class)	Wednesday 5.40 pm – 8.30pm	RHLT2
-------------------------------	----------------------------	-------

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 tasks. Lectures will be backed up by seminars in which student case presentations, discussion, and other activities will be used to demonstrate the practical application of management accounting tools and techniques. The assigned readings (text book chapters and additional readings) for each week are expected to be completed prior to class. Lecturers may also post extra learning materials and readings on Blackboard for review after lectures. It is suggested that students regularly check Blackboard for updates, announcements and materials.

Readings

Required Material

Hunt, C., Fowler, C. and Drennan, L. (2013), *Management Accounting: Strategic Decision Making, Performance and Risk*, 2nd ed., Pearson Education: New Zealand.

Additional Texts and Materials

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

- Davis, C.E. and Davis, E. (2014), *Managerial Accounting*, 2nd ed., Wiley: Australia.
- Garrison, R., Noreen, E. and Brewer, P. (2015), *Managerial Accounting*, 15th ed., McGraw-Hill: New York.
- Horngren, C.T., Datar, S.M., Foster, G., Rajan, M.V., Wynder, M. and Tan, R. (2014), *Cost Accounting: A Managerial Emphasis*, 2nd ed., Pearson: Australia.

- Langfield-Smith, K., Thorne, H. and Hilton, R.W. (2015), *Management Accounting: Information for Creating and Managing Value*, 7th ed., McGraw Hill Education: Australia.
- Chapman, C.S., Hopwood, A.G. and Shields, M.D. (Eds), (2007), *Handbook of Management Accounting Research*, 1st ed., Elsevier: Oxford & Amsterdam.
- Hopper, T., Northcott, D. and Scapens, R. (2007), *Issues in Management Accounting*, 3rd ed., Prentice Hall: Harlow, England; New York.
- Hoque, Z. (2003), *Strategic Management Accounting*, 2nd ed., 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.

Mandatory Course Requirements

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

- Fully participate in the Group Assessment, including both the preparation of the report and in the presentation.
- Obtain at least a mark of 40% in the examination.

If you believe that exceptional circumstances may prevent you from meeting the mandatory course requirements, contact the Course Coordinator for advice as soon as possible.

If you cannot complete an assignment or sit a test or examination, refer to

www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

Expected Workload

It is expected that students will work for 150 hours across the course. Lectures and seminars account for 36 hours of this time; reading and other preparation for lectures and seminar cases: 36 hours; critique preparation: 16 hours; case presentation/report preparation: 12 hours; post-lecture revision: 16 hours; and review of material for the final examination: 34 hours.

Assessment

The Assessment Handbook will apply to all VUW courses: see

<http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

Assessment Item	%	Details and Due Dates	Course Learning Objectives Covered
Group case presentations and participation	15	<i>Presenting group:</i> A consultants' report handed to lecturer immediately <i>before</i> the case presentation (see Course Content) and a professional case presentation.	Depending on the topic of the case
		<i>Groups not presenting:</i> A one page executive summary of the group's case answer handed to lecturer immediately before case presentation and suitable questions/discussion after presentation.	
Research paper critique	25	A written critique (max 1,500 words) submitted by 4.00 pm on Wednesday 21 September 2016.	Depending on the article critiqued by the student
Exam	60	2 hours, closed book. Date TBA (see 'Examinations' below)	All

Assessment Requirements

1. Group Case Presentations and Participation (15%)

Students will be assigned to groups in week 1. Each group, consisting of 4 or 5 students, will be responsible for the presentation of one assigned case study to the seminar class and also for preparing executive summaries and questions on all cases not being presented.

Presenting Group:

Plan for a presentation of 30 minutes maximum, followed by 15 minutes for questions and class discussion. The presenting group will be acting as an internal project group or a team of consultants tasked to address a particular problem and present findings and recommendations to management. The presenting group will outline the case problem, explain the management accounting techniques they have used to address the problem and present the analysis performed with appropriate recommendations and conclusions. All group members are expected to be prepared to answer questions from those attending the presentation, who will be acting as company representatives.

An oral presentation **and** a written, executive style, report will be required, each worth 50% of the overall mark. Guidelines on the issues to be covered in the case presentation and the written report will be given in class and are summarised on the marking scheme, which will be circulated via Blackboard.

Note: the report written by the presenting group and any accompanying (printed) presentation slides should be handed to the lecturer immediately before the start of the case presentation.

Groups Not Presenting:

Are required to prepare their own answer to the case and to produce a one-page executive summary of this answer. This executive summary must be handed to the lecturer *immediately before the start* of the case presentation. Each non-presenting group also needs to contribute at least one question to the discussion on the case. Marks will be awarded to each group based on their executive summary, suitability of questions and participation in case discussion.

All Groups:

Independently of any assigned individual group roles, all group members are responsible for the outputs generated by the group. Therefore, all group members will receive the same mark. At the week 2 seminars, there will an opportunity to practice a professional case presentation (on part of a case) and to gain feedback on your performance.

2. Research Paper Critique (25%)

The individual assessment is a written critique (maximum 1,500 words) of a research paper which will be *assigned* to students during the first week of the trimester.

This 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 paper. The critique should be relevant to the company. At the week 3 seminars, there will an opportunity to practice a research critique and to gain feedback. Further instructions on the critique will be given to the class and placed on Blackboard.

Particulars:

Your reports should be attached to an assignment cover sheet, which can be found in the course assessments folder on Blackboard. The reports should then be placed in the MMPA 512

assignment box on the first floor of Railway West Wing no later than **4.00 pm on Wednesday 21 September 2016**.

You must state the word count of your report and note that paper critiques that exceed 1,500 words will be subject to a 10% penalty per 100 words over the 1,500 word limit.

The mark allocation for the written critique will be as follows: Appropriate summary of paper's content: 30%; General and company specific implications of the paper: 30%; Recommendations to the CEO for necessary actions: 25%; Report style, quality of writing and presentation and appropriate referencing: 15%.

3. Examination (60%)

The examination is closed book and is two hours long. The exam may cover material introduced during lectures throughout the whole course, and any extra work given by the lecturer(s). The exam will contain questions related to a case that will be handed out during week 12.

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 following period:

Friday 21st October – Saturday 12th November (inclusive)

Penalties

In fairness to other students, any assignment submitted after the deadline will be subject to a penalty of 5% of the total marks available for every day or part of a day (including Saturdays and Sundays) that the assignment is submitted late. For example, an assignment marked out of 100 due by 2pm on Monday 1 January but submitted at 1pm on Wednesday 3 January, would be marked out of 100 and then have 10 marks deducted from the marks awarded. No marks will be awarded to any assignment submitted after the assignment has been discussed in class or marked and returned to other students or after 10 days have elapsed, whichever occurs first.

Finally, it should be noted that the Assessment Handbook in Section 3.2 states, "An extension (with no penalty) will be considered on the grounds of exceptional personal circumstances... or workload pressure, such as having three or four major pieces of work due in a short period with insufficient time over the trimester to adequately manage them (*see* the Student Workload Policy).

Students must complete the 'Assignment Extension/Waiver Application Form' available on Blackboard and submit the form (with the relevant supporting documentation) to the MPA Administrator, preferably before the assignment due date.

Note: The submission of an application does not mean that the extension has been approved. Penalties, as detailed above, will apply if the extension is not granted.

Exceptional Personal Circumstances include an impairment assessed by Disability Services, illness, bereavement, circumstances involving the health or wellbeing of a relative or close friend, compulsory attendance at court, national or international representative commitments, significant cultural commitments, or activities in which the student is representing the University.

Note: *Not being organised or failing to plan ahead are **not** exceptional circumstances.*

Group Work

Students are expected to dedicate 12 hours to prepare for their group assignment, in addition to the scheduled seminar time. On this course a fair amount of the time will be devoted to group work. We expect all group members to make a significant contribution to the group work, and we also expect the group to discover and utilize the strengths of individual group members. Independently of individual group roles, all group members are responsible for outputs generated by the group.

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 submitted to Turnitin. A copy of submitted materials will be retained 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.

Materials and Equipment

The examination is **closed book**. Materials permitted in the final examination are as follows:

- Non-programmable electronic calculators and programmable ones with the memory cleared.
- Non-electronic foreign language/English translation dictionaries.

Student feedback

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php.

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.

Link to general information

For general information about course-related matters, go to <http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to Students

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.
