

DEPARTMENT OF ACCOUNTING AND FINANCE

AG310 Contemporary Management Accounting 2019/20 SEMESTER 1

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CLASS DESCRIPTION

This class examines the role of management accounting to assist managers in solving contemporary organisational problems. This third year, one semester, 10 credit class is intended to extend your knowledge and understanding of contemporary management accounting practice, building on the material introduced in AG219 Cost and Management Accounting and preparing you for honours class AG416 Management Accounting: Theory and Practice. It aims to reinforce the learning in earlier years, through application of techniques to real-world problems.

CLASS AIMS

The main aim of this class is to re-conceptualise the management accountant as a useful contributor to organisational problem-solving. This class is intended to allow the student to develop skills in effectively applying management accounting techniques and processes in different organisational contexts and situations.

The class achieves this aim by introducing the student to a range of contemporary management accounting techniques, evaluating these techniques and applying them in a series of case study workshops.

LEARNING OUTCOMES

The following learning outcomes will contribute to your self-analysis and reflection in your Student's Personal Development Planning (SPDP). These learning outcomes will be assessed using the methods explained in the "Assessment" section in this Outline.

Subject-specific knowledge and skills

On completing this course you will:

- A1 Be aware of the complexity of managerial decision processes of managers and how management accounting supports these processes.
- A2 know a range of contemporary management accounting models
- A3 know a range of performance measurement models used in organisations today
- A4 be aware of managerial developments that are impacting upon management accounting practices
- A5 have developed skills in evaluating the effectiveness and relevance of contemporary management accounting models and techniques for solving different problems
- A6 be able to use management accounting techniques to help solve a range of organisational problems
- A7 be aware of the consequences of information provision and that there is a moral and ethical dimension to management accounting.

Cognitive abilities and non-subject specific skills

During the course you will

- B1 Develop intellectual and professional competencies by thinking and problem solving, analysing, evaluating evidence, logical reasoning and practical applications.
- B2 Develop communication skills – explaining, listening, discussion, questioning, presenting and defending a position, giving feedback.
- B3 Develop intellectual understandings, clarifying concepts and theories by thinking, discussion, doing, observing and constructing connections.

ASSESSMENT

The modes of assessment are listed below. The balance of the assessment mix towards conventional examinations is largely determined by professional accounting bodies' accreditation requirements.

Assessment Element	% Weighting
Individual Assignment	30
End of Semester Exam	70

Pass mark is 40%

Non-completion of any of the above assessment elements without valid reason, will result in the student being regarded as not completing the class requirements and a fail mark will be recorded. Any problems with assessments should be discussed with the lecturer as soon as they arise.

The criteria used in assessment are provided at the end of this class outline. The weighting of the different pieces of assessed work reflects the balance of learning outcomes associated with the different pieces of required work. Compelling reasons for lateness (illness, bereavement) will be considered by the Examination Board and should be supported by the appropriate documents.

Assignment

This individual assignment is a 1,500 word report, the content of which will be determined early in the semester. Late submission without a valid reason will incur the standard departmental late penalty deductions. This report should be uploaded onto Myplace by **12noon on Monday 4th November 2019**.

End of Semester Exam

There will be a case-study and problem-solving exam in the Christmas exam diet, which forms 70% of the class mark. Details of this assessment will be provided in due course.

Reassessment

In the event of a student failing this class, a Resit exam will be held in the August diet of examinations. Coursework marks will not carry forward, the resit exam counting for 100% of the re-assessment.

PENALTIES FOR LATE SUBMISSION

The Business School has agreed the following penalty scheme for the late submission of assessed work:

https://www.strath.ac.uk/media/ps/cs/gmap/academicaffairs/policies/Policy_and_Procedure_for_the_Late_Submission_of_Coursework.pdf.pagespeed.ce.dLHAb3k-D.pdf

FEEDBACK

The standard turnaround time for all feedback and marking within SBS is 15 working days from assessment submission.

The University policy on Assessment and Feedback is available here: https://www.strath.ac.uk/media/ps/cs/gmap/academicaffairs/policies/Assessment_and_Feedback_Policy.pdf.pagespeed.ce.ugGorsUOnQ.pdf

COMPENSATION SCHEME

The Business School follows the university's policy:

https://www.strath.ac.uk/media/ps/cs/gmap/academicaffairs/policies/Policy_on_Compensation_Scheme.pdf.pagespeed.ce.BBKaC-jsDw.pdf

RESIT POLICY

1. Students who have failed a class will be given the opportunity to resit the class during the August resit diet.
2. Results for resits will not be capped at 40% unless students have been NQd.

NQ POLICY

It is important that you attend all tutorials and submit all pieces of assessment which are required for each class you are taking. If you fail to attend a number of tutorials, or if you fail to submit work, the co-ordinator for the class(es) concerned can ask the Business School to mark you as NQ (Not Qualified to Sit Exam).

Each department will be able to advise you of what they consider to be satisfactory performance, and departments will warn you if they consider you to be at risk of NQ. If you are NQd for a class you will be notified by letter before the exam diet in question. An NQ is treated as a fail: you will normally be permitted to sit the exam as a resit, but your mark for the overall class will be capped at 40%.

TEACHING AND LEARNING

The main class content is identified on the class Myplace pages. Students are expected to read the relevant material for lectures and in preparation for the tutorials.

Every week, there will normally be a two-hour lecture (13:00 – 15:00 on Tuesdays) and a one-hour tutorial (please see the schedule for detailed arrangement). The tutorials will take the format of problem-solving seminars and are designed to create a high level of student participation, based on small groups and collaborative learning. During the class you are expected to contribute your analysis and conclusions in the group activities. Not only are you trying to diagnose problems (and spot opportunities), but you are also trying to get to the point where you can advise what management ought to be doing to keep things going or make them better.

You are highly encouraged to say what you think in class, **you will not be penalised for 'getting it wrong'** – a major aspect of this type of learning is building from your own and others mistake. As a lot of the responsibility for your learning rests with you, take time to reflect on what you have learnt. Setting this in context and writing it down, will significantly improve the effectiveness of your learning. You are highly advised to write up a personal learning summary, including contents covered by class discussion or other forms of class activities, after each class to help you with this process.

Attendance at tutorials is necessary to meet the requirements of the class. You are anticipated to read relevant materials before tutorials. Attendance is monitored. Non-attendance on a regular basis, or non-submission of coursework means you run the risk of being 'not qualified' to sit the examination. Please inform us if there are reasons, which prevent you from submitting coursework or attending on a regular basis (in advance, unless due to emergent and unforeseen circumstances). For queries regarding tutorial attendance, please contact the undergraduate office of Accounting and Finance.

PRE-REQUISITES

AG219 Cost and Management Accounting

READING

Drury, C (2016) *Management Accounting for Business (6th edition)*. It is available in the University library. Earlier editions of this, and other management accounting books by Drury and/or Horngren et al. would be equally useful.

Case studies and questions, for reading prior to tutorials, will be made available for download via MyPlace. It is also recommended to read/review case studies and questions discussed in lectures.

SCHEDULE

Week	Lecture	Drury chapter	Tutorial
1	Course introduction. Management accounting for business today.	1, 2	-
2	Applications of CVP analysis and relevant costing.	3, 4	-
3	Using information to make decisions.	5, 6	1
4	Different costs for different purposes.	7, 8	2
5	The budgeting process & control systems.	9, 10	3
6	Standard costing and variance analysis.	11	4
7	Divisional financial performance measures. NO TUTORIALS. Assignment due <u>12noon on Monday 4th November 2019</u>	12	-
8	Transfer pricing in divisionalised companies.	13	5
9	Strategic cost management and strategic performance management.	14, 15	6
10	NO LECTURE. Reading week.	-	7
11	Revision lecture.	All	8

MARKING GUIDE

%	Descriptor
80 – 100	<p><u>Outstanding demonstration of learning outcomes:</u></p> <ul style="list-style-type: none"> • wide, appropriate knowledge and understanding (and where appropriate effective project work) including insight and originality • evidence of reading and thought beyond course/assignment materials • appropriate use of references and exemplars • an outstanding standard of writing and communication and/or presentation
70 – 79	<p><u>Excellent demonstration of learning outcomes:</u></p> <ul style="list-style-type: none"> • wide, appropriate knowledge and understanding (and where appropriate effective project work) including insight or originality • evidence of reading and thought beyond course/assignment materials • appropriate use of references and exemplars • an excellent standard of writing and communication and/or presentation
60 – 69	<p><u>Comprehensive demonstration of learning outcomes:</u></p> <ul style="list-style-type: none"> • wide appropriate knowledge and understanding (and where appropriate effective project work) with only occasional lapses in detail • evidence of reading and thought beyond course/assignment materials • a high standard of writing and communication
50 – 59	<p><u>Satisfactory demonstration of learning outcomes:</u></p> <ul style="list-style-type: none"> • sound knowledge and understanding of essential material (and where appropriate essential project skills) • general accuracy with occasional mistakes and/or uncoordinated use of information
40 – 49	<p><u>Adequate demonstration of learning outcomes:</u></p> <ul style="list-style-type: none"> • basic knowledge and understanding (and where appropriate basic project skills) • omissions and/or weaknesses of presentation and/or logic and/or evidence
30 – 39	<p><u>Limited demonstration of learning outcomes:</u></p> <ul style="list-style-type: none"> • some relevant information and limited understanding (and where appropriate some project work completed under supervision)

	<ul style="list-style-type: none"> • omissions and/or weaknesses of presentation and/or logic and/or evidence • lack of familiarity with the subject of assessment and/or assessment vehicle
20 – 29	<u>Inadequate demonstration of learning outcomes:</u> <ul style="list-style-type: none"> • a few key words, phrases or key ideas • extensive omissions and/or weaknesses of presentation and/or logic and/or evidence • serious errors • inadequate evidence of learning or inadequate project work
1 – 19	<u>Weak performance in learning outcomes</u> <ul style="list-style-type: none"> • serious errors • extensive omissions and/or weaknesses of presentation and/or logic and/or evidence • deficient evidence of learning or deficient evidence of project work
0	No relevant work submitted for assessment