



University of
Strathclyde
Business
School

Department of Accounting and Finance

AG416 Management Accounting: Theory and Practice

2025/26 Semester 2

20 Module Credits

Module Details

Module Description

The module examines management accounting from a range of perspectives, and allows the student to develop an understanding of both the theoretical and more academic aspects of management accounting, whilst also allowing them to understand how it works in a practical sense. The emphasis is on the management accountant as a key member of the management team, at the centre of the strategic business decision-making process. A range of case studies, scenarios, academic journal articles, and practical hands-on experience, through a business simulation game, are used to bring the subject to life, and to prepare the student for the 'real world' beyond university.

Teaching Hours

Lectures: Weeks 1-10, Thursday 12-3pm in LT511 (subject to change).

Prerequisites

Honours Accounting Entry.

Contact Details

Lecturer: Dr Julia Smith

Room number: Stenhouse 3.28

Telephone: 0141 548 4958

E-mail: julia.smith@strath.ac.uk

Office Hours: Tuesdays, 2-3pm or by appointment

Module Learning

Module Aims

The module examines management accounting from a range of perspectives, and allows the student to develop an understanding of both the theoretical and more academic aspects of management accounting, whilst also allowing them to understand how it works in a practical sense. The emphasis is on the management accountant as a key member of the management team, at the centre of the strategic business decision-making process. A range of case studies, scenarios, academic journal articles, and practical hands-on experience, through a business simulation game, are used to bring the subject to life, and to prepare the student for the 'real world' beyond university.

Learning Objectives and Outcomes

The achievement of learning outcomes is necessary to successfully complete the module, both in terms of your learning development and in your module assessment. It is important, therefore, that you are confident about achieving these outcomes as the module progresses. Opportunities will be given for you to reflect upon what you have achieved during this module.

Subject-specific knowledge and skills

On completing this module, students will:

- A1 be aware of historical developments in management accounting;
- A2 be aware of the different theoretical and philosophical approaches to understanding management accounting;
- A3 be aware how management accounting practice relates to conceptual approaches to the discipline;
- A4 be aware of the dynamic nature of management accounting practice and theory;
- A5 be aware of the complexity and diversity of management accounting.

Cognitive abilities and non-subject specific skills

During the module students will:

- B1 Develop intellectual and professional competencies by analysing and evaluating evidence, logical reasoning and practical applications;
- B2 Develop communication skills – listening, discussion, questioning, presenting, explaining and defending a position, giving feedback, writing;
- B3 Develop group management skills;
- B4 Develop intellectual understanding, clarifying concepts and theories by thinking, discussion, observing and constructing connections;

- B5 Develop a mature learning stance by accepting personal responsibility for progress and direction of learning, questioning authority, using feedback from mistakes.

Module Structure

Timetable

Week	Groot & Selto Chapter	Lecture Topic	Journal Article	Business Simulation	Business Simulation Decision Due by:
1	1	Foundations of management accounting	-	Introduction to the business game and web site	
2	2	Planning and decision making	1	Quarter 1: Organise the business	Week 3
3	3	Management control	2	Quarter 2: Go to test market	Week 4
4	5	Budgeting and beyond	3	Quarter 3: Evaluate performance and adjust strategy	Week 5
5	6	Cost analysis and estimation	4	Quarter 4: Invest in the future	Week 6
6	8	Management of operational performance	5	Quarter 5: Expand the business strategy	Week 7
7	9	Transfer pricing for divisionalised operations	6	Quarter 6: Refine the business strategy	Week 8
8	10	Integrated financial and non-financial measures	7	Assess performance	
9	11	Inter-organisational management control	8	Assess performance	
10		Revision and Exam Preparation		Business Review	

11		NO CLASSES	-	Business Review Due	Week 11

Assessment and Feedback Details

1. Business simulation group assessment worth 5% (for how well the group performs in the business simulation).
2. Business review worth 15%. Due: Thursday 2nd of April 2026, 12pm. Marks/Feedback will be released on or before Monday 27th of April 2026, 12pm.
3. Individual coursework worth 30%. Due: Wednesday 18th of February 2026, 12pm. Marks/Feedback will be released on or before Wednesday 11th of March 2026, 12pm.
4. Final exam worth 50%. Date: during semester 2 exam diet.

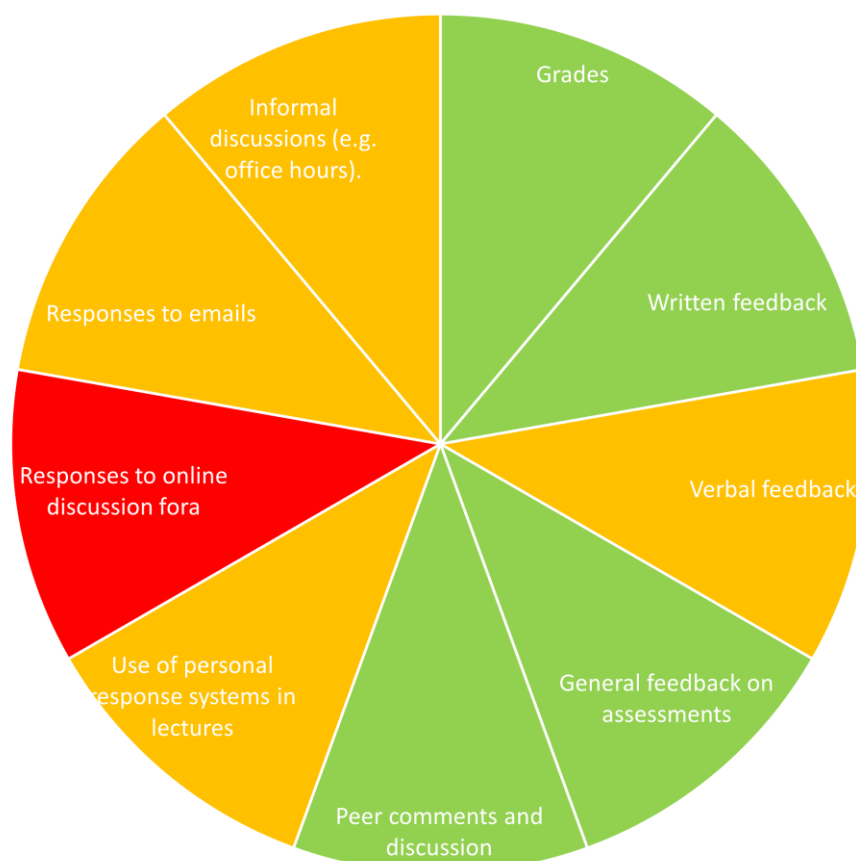
An overall weighted average mark of 40% is required to pass the module.

It is a requirement for course completion to submit all assessed coursework. Non-submission of any part will result in an overall mark of zero being awarded for the module.

The following forms of feedback will assist you in this module:

<i>Feedback category</i>	<i>Details for module</i>	<i>Colour</i>
Grades	Students will receive marks on the pieces of assessment according to the relevant grading rubric	Green
Written feedback	Students will receive written feedback on the group business simulation game and performance report, against the marking criteria for the assignment Students will also receive written feedback for the individual coursework.	Green
Verbal feedback	Students can receive verbal feedback on the individual assignment and group project by attending a drop-in session, during breaks in the weekly classes, or after class	Amber
General feedback	A document will provide general feedback on the final exam which will be shared via MyPlace	Green

	notices. This will include the average mark and mark distribution for the final exam	
Peer comments and discussion	Students will have the opportunity to have peer discussion and receive comments within the seminars	Green
Use of personal response systems in lecture	Lecturers will use a personal response system as appropriate	Amber
Responses to online discussion forum	As this is an on-campus class, there is no online discussion forum	Red
Responses to email	Students are encouraged to use office hours or to speak up in class to ask questions relating to the course material. Students can email the course administrator for general enquiries about the class, issues with signing up for tutorials etc	Amber
Informal discussions	There are regular office hours drop-in sessions for any student wishing to discuss questions with teaching staff. Information on office hours is available under People on the class MyPlace page	Amber



Artificial Intelligence

You are not permitted to use Gen-AI tools for this module unless you are a student with an adjustment report on Pegasus where this is explicitly specified as a 'reasonable adjustment'. Any student suspected of using such tools will be subject to investigation outlined in the [Student Discipline Procedure - Academic Misconduct.pdf \(strath.ac.uk\)](https://strath.ac.uk/student-discipline-procedure-academic-misconduct.pdf) process.

Reading List

Please refer to the AG416 Myplace page to access the Reading List.

UG Module Manual (Honours)

Please refer to the accounting and finance UG manual module for the following ([Honours Module Manual.docx](#)):

- Tutorial Attendance
- Useful Contacts
- Penalties for Late Submission
- Feedback
- Compensation Scheme
- Resit Policy – no resits in honours year
- Universal Marking Guide
- Useful Links