



University of  
**Strathclyde**  
Business  
School

## Department of Accounting and Finance

### AG416 Management Accounting: Theory and Practice

2024/25 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 TBC

##### **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](mailto:julia.smith@strath.ac.uk)

Office Hours: To be confirmed on Myplace once timetable is clarified for semester 2

## **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**

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

10		Revision and Exam Preparation		Business Review	
11		NO CLASSES	-	Business Review Due	Week 11

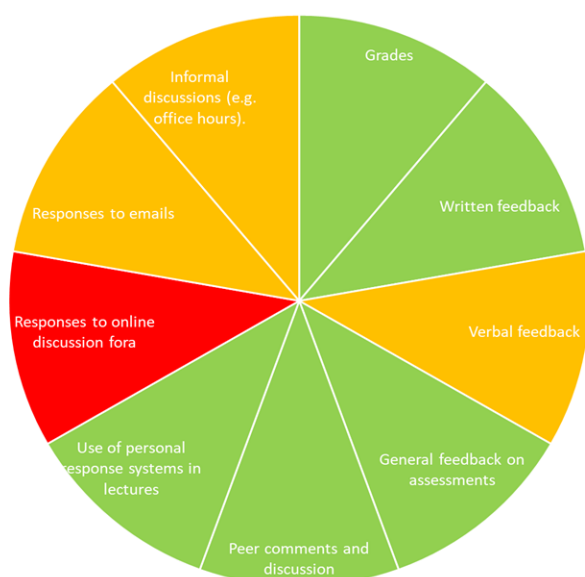
## Assessment and Feedback Details

1. Business simulation group assessment worth 5% (for how well the group performs in the business simulation).
2. Business review worth 15%. Due: Thursday 3<sup>rd</sup> of April 2025. Marks/Feedback will be released on or before Monday 28<sup>th</sup> of April 2025.
3. Individual coursework worth 30%. Due: Wednesday 19<sup>th</sup> of February 2025. Marks/Feedback will be released on or before Wednesday 12<sup>th</sup> of March 2025.
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:



## **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 \(strath.ac.uk\)](#) 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