



MISSION: Our mission is to advance responsible and impactful business knowledge. To achieve our mission, we develop life ready graduates and build global and local partnerships through ethical and innovative practices.

OVERVIEW

Course Description	This course aims to introduce students to the role of management accounting information in managing and measuring business performance. At the conclusion of the course, students will be able to design, implement and monitor business level strategy using management accounting controls. The first part of the course introduces students to strategic planning processes, including an analysis of an organisation's external, competitive and internal environments required to design business strategy. Concepts include PESTEL and SWOT analyses, Porter's 5 Forces, Value Chain analysis and the Risk Calculator. The second part of the course equips students with practical skills and tools for the implementation and monitoring of business strategy with a focus on cost management and profit. Concepts include the Balanced Scorecard, Customer Profitability Analysis, Standard versus Flexible Budgets, Variance Analysis, and Managing Working Capital. At the conclusion of the course, students will have developed practical skills to manage and control business performance in a strategic context.
Contact Hours	Workshop Face to Face on Campus Two (2) hour(s) per week for Full Term Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week.
Unit Weighting	10
Pre-requisites	Students must have successfully completed ACFI1002 to enrol in this course.
Workload	Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.
Please refer to the course CANVAS site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course CANVAS site.	
Course Learning Outcomes	On successful completion of this course, students will be able to: <ol style="list-style-type: none">1. Demonstrate an understanding of the role and use of management accounting information in an organisational context and for business decision making;2. Demonstrate an understanding of the strategic planning process from the perspective of the CFO and formulate business strategy based on an analysis of an organisation's external, competitive and internal environments;3. Apply key management accounting techniques to implement Business performance, costs and profitability;4. Solve business problems ethically using management accounting concepts and techniques.

COURSE OUTLINE

ASSESSMENT DETAILS

This course has 3 assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Weekly Exercises & In-Class Activities	In class (each week)	Individual	20%	1, 2, 3, 4
2	Report	Friday, Week 7 by 9:00 am SGT	Group	30%	1, 2, 4
3	Final Examination	Formal Examination Period	Individual	50%	1, 2, 3, 4

Please note: students are advised that all assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

Late Submissions	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. Note: this applies equally to week and weekend days.
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Assessment 1 – Weekly Exercises & In-Class Activities

Assessment Type	Prescribed exercises and tasks to be prepared prior to coming to class each week. Exercises will be collected and/or presented at random throughout the course. Students who have not prepared the prescribed work will receive a mark of zero (0).
Purpose	The purpose of this assessment is to assess student's capacity to analyse and apply management accounting information and concepts in business decision making.
Description	Students demonstrate critical thinking and problem-solving capability in applying accounting principles and techniques to managerial decision making and strategy. They effectively communicate management accounting principles in writing and verbally during in class presentations and discussions.
Weighting	20%
Length	Varies – details provided via course CANVAS site for each week.
Due Date	Ready for hand-in at start of class each week.
Submission Method	Ready for hand-in at start of class each week.
Assessment Criteria	<ol style="list-style-type: none"> 1. Demonstrated understanding of management accounting theory and concepts 2. Relevance and accuracy of answer to the question 3. Quality of information/calculation/analysis.
Return Method	In class
Feedback Provided	In class

Assessment 2 - Report

Assessment Type	Written Assignment
Purpose	The purpose of this assignment is to assess student's capacity to provide an informed analysis of an organisation's strategic context to guide the formulation and implementation of business level strategy using management accounting control systems.
Description	Students demonstrate critical thinking and problem-solving capability in applying accounting theory and techniques to managerial decision making. They effectively apply and communicate theoretical concepts in writing.
Weighting	30%
Length	Details provided via course CANVAS site
Due Date	Friday, Week 7 by 9:00 am SGT
Submission Method	Online. Further instructions are available on the course CANVAS site.
Assessment Criteria	<ol style="list-style-type: none"> 1. Demonstrated understanding of theory and concepts 2. Relevance of answer to the question 3. Accuracy of information/argument 4. Quality of analysis

	5. Clarity of expression
Return Method	Online
Feedback Provided	Online

Assessment 3 - Final Examination

Assessment Type	Formal Examination
Purpose	The purpose of this assignment is to assess students' capacity to provide an informed analysis and application of management accounting techniques.
Description	<p>Students apply critical thinking and problem solving in assessing theory in the field of managerial decision making. They effectively communicate management accounting principles in writing.</p> <p>This course has a RESTRICTED OPEN BOOK examination. A memory aid is permitted. The memory aid is a single double sided A4 sheet of handwritten or typed notes for use during the examination. Note: memory aids must be left on the examination table and cannot be removed from the examination venue.</p>
Weighting	50%
Length	120 minutes
Due Date	Formal Exam Period
Submission Method	Formal Examination
Assessment Criteria	<ol style="list-style-type: none"> 1. Demonstrated understanding of management accounting theory and concepts 2. Relevance and accuracy of answer to the question 3. Quality of information/calculation/analysis.
Return Method	Not Returned
Feedback Provided	No Feedback. Examination scripts will not be returned to students. Final examination scripts will be made available for review by students, upon request, in a controlled and monitored setting. Students are required to make requests, directly to the relevant course coordinator. Completed examination scripts are kept by the Newcastle Business School for a period of six (6) months only, from the relevant fully graded date. Requests made after the six (6) month period cannot be considered.

SYLLABUS

Course Content

Topics in the course include but are not limited to the following:

1. PESTEL
2. Porters 5 Forces
3. SWOT
4. Value Chain Analysis
5. Core Competency
6. Benchmarking
7. The Risk Calculator
8. The Balanced Scorecard
9. Overhead Allocation – Traditional Job Costing
10. Activity Based Costing and Customer Profitability Analysis
11. Target Costing
12. Standard versus Flexible Budgets
13. Variance Analysis
14. Managing Working Capital

Course Materials

Required Text:

“*Strategic Management Accounting*”, Wiley Custom Publication.

ISBN: 9781119890102

To purchase this text please visit: www.wileydirect.com.au/buy/acfi2003/

Please refer to the course CANVAS site for details of how to purchase this textbook.

An additional Readings list will be provided on the course CANVAS site.

SCHEDULE

Week	Topic	Class Preparation	Assessment
1	Introduction to the Role of Management Accounting in Strategic Planning	<p>Read Week 1 Chapters in “Strategic Management Accounting” (Wiley Custom Publication).</p> <p>Complete weekly exercises and tasks listed on CANVAS.</p>	<p>Lecture 1</p> <p>Group exercises and presentations</p>
2	Analysing an Organisation’s External and Competitive Environments – the role of the CFO	<p>Read Week 2 Chapters in “Strategic Management Accounting” (Wiley Custom Publication).</p> <p>Complete weekly exercises and tasks listed on CANVAS.</p>	<p>Lecture 2</p> <p>Group exercises and presentations</p>
3	Analysing an Organisation’s Internal Environment – the role of the CFO	<p>Read Week 3 Chapters in “Strategic Management Accounting” (Wiley Custom Publication).</p> <p>Complete weekly exercises and tasks listed on CANVAS.</p>	<p>Lecture 3</p> <p>Group exercises and presentations</p>
4	Identifying Strategic Risks – The Risk Calculator	<p>Read Simons, R. 1999. “How Risky is Your Company?” Harvard Business Review, May-June 1999.</p> <p>Carew E. (1997), “Westpac: The Bank that Broke the Bank”, Sydney Publications.</p> <p>Complete weekly exercises and tasks listed on CANVAS.</p>	<p>Lecture 4</p> <p>Group exercises and presentations</p>
5	Developing Business Strategy – the role of the CFO	<p>Read Week 5 Chapters in “Strategic Management Accounting” (Wiley Custom Publication).</p> <p>Complete weekly exercises and tasks listed on CANVAS.</p>	<p>Lecture 5</p> <p>Group exercises and presentations</p>
6	Implementing Business Strategy using the Balance Scorecard - Developing KPIs for Performance Evaluation	<p>Read Week 6 Chapters in “Strategic Management Accounting” (Wiley Custom Publication).</p> <p>Atkinson AA, Kaplan RS, Matsumura EM and Young SM (2012) “The Balanced Scorecard and Strategy Map” in Management Accounting: Information for decision-making and strategy execution, 5th Ed, Pearson Education, pp. 15-61.</p> <p>Complete weekly exercises and tasks listed on CANVAS.</p>	<p>Lecture 6</p> <p>Group exercises and presentations</p>
7	Implementing Business Strategy using the Balance Scorecard - Developing KPIs for Performance Evaluation	<p>Complete weekly readings, exercises and tasks listed on CANVAS.</p>	<p>Lecture 7</p> <p>Group exercises and presentations</p> <p>Assessment 2 due: Friday of Week 7 by 9:00 am SGT</p>

8	Linking the Customer Perspective - Overhead Allocation, Activity Based Costing and Customer Profitability Analysis	Complete weekly readings, exercises and tasks listed on CANVAS.	Lecture 8 Group exercises and presentations
9	Linking the Customer Perspective - Overhead Allocation, Activity Based Costing and Customer Profitability Analysis	Complete weekly readings, exercises and tasks listed on CANVAS. Read Mittal V., Sarkees M. and Murshed F. 2008. "The right way to manage unprofitable customers". Harvard Business Review, April, pp.95-102.	Lecture 9 Group exercises and presentations
10	The Financial Perspective - Cost Control: Flexible versus Static Budgets	Complete weekly readings, exercises and tasks listed on CANVAS.	Lecture 10 Group exercises and presentations
11	The Financial Perspective - Cost Control: Variance Analysis	Complete weekly readings, exercises and tasks listed on CANVAS.	Lecture 11 Group exercises and presentations
12	Linking the Internal Process Perspective: Managing Working Capital	Complete weekly readings, exercises and tasks listed on CANVAS.	Lecture 12 Group exercises and presentations
13	Revision		

If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.

CONTACTS

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PSB Academy Enquiries

Log your question or request to the PSB Program Executives at the following website:
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ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods	Communication methods used in this course include:
	<ul style="list-style-type: none"> - CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site. - Email: Students will receive communications via their student email account. - Face to Face: Communication will be provided via face to face meetings or supervision.
Course Evaluation	Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.
Oral Interviews (Vivas)	As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the Oral Examination (viva) Procedure . In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the Student Conduct Rule .
Academic Misconduct	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to https://policies.newcastle.edu.au/document/view-current.php?id=35 .
Adverse Circumstances	<p>The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:</p> <ol style="list-style-type: none"> 1. the assessment item is a major assessment item; or 2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system; 3. you are requesting a change of placement; or 4. the course has a compulsory attendance requirement. <p>Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: https://policies.newcastle.edu.au/document/view-current.php?id=236</p>
Important Policy Information	The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures that support a safe and respectful environment at the University.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.

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