



*MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.*

## 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:**

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 2 assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Report	Friday, Week 4 & Week 7 by 9:00 am SGT	Group	50%	1, 2, 4
2	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.**

<b>Late Submissions</b>	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. <b>Note:</b> this applies equally to week and weekend days.
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## Assessment 1 - Report

<b>Assessment Type</b>	Written Assignment
<b>Purpose</b>	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.
<b>Description</b>	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.
<b>Weighting</b>	50%
<b>Length</b>	Details provided via course CANVAS site
<b>Due Date</b>	Friday, Week 4 and week 7 by 9:00 am SGT
<b>Submission Method</b>	Online. Further instructions are available on the course CANVAS site.
<b>Assessment Criteria</b>	<ol style="list-style-type: none"> <li>1. Demonstrated understanding of theory and concepts</li> <li>2. Relevance of answer to the question</li> <li>3. Accuracy of information/argument</li> <li>4. Quality of analysis</li> <li>5. Clarity of expression</li> </ol>
<b>Return Method</b>	Online
<b>Feedback Provided</b>	Online

## Assessment 2 - Final Examination

<b>Assessment Type</b>	Formal Examination
<b>Purpose</b>	The purpose of this assignment is to assess students' capacity to provide an informed analysis and application of management accounting techniques.
<b>Description</b>	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. This course has a <b>RESTRICTED OPEN BOOK</b> 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.
<b>Weighting</b>	50%
<b>Length</b>	120 minutes
<b>Due Date</b>	Formal Exam Period
<b>Submission Method</b>	Formal Examination
<b>Assessment Criteria</b>	<ol style="list-style-type: none"> <li>1. Demonstrated understanding of management accounting theory and concepts</li> <li>2. Relevance and accuracy of answer to the question</li> <li>3. Quality of information/calculation/analysis.</li> </ol>
<b>Return Method</b>	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/](http://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	Activities
1	Introduction to the Role of Management Accounting in Strategic Planning	Read Week 1 Chapters in “Strategic Management Accounting” (Wiley Custom Publication).  Complete weekly exercises and tasks listed on CANVAS.	Lecture 1  In class exercises
2	Analysing an Organisation’s External and Competitive Environments – the role of the CFO	Read Week 2 Chapters in “Strategic Management Accounting” (Wiley Custom Publication).  Complete weekly exercises and tasks listed on CANVAS.	Lecture 2  In class exercises
3	Analysing an Organisation’s Internal Environment – the role of the CFO	Read Week 3 Chapters in “Strategic Management Accounting” (Wiley Custom Publication).  Complete weekly exercises and tasks listed on CANVAS.	Lecture 3  In class exercises
4	Identifying Strategic Risks – The Risk Calculator	Read Simons, R. 1999. “How Risky is Your Company?” Harvard Business Review, May-June 1999.  Carew E. (1997), “Westpac: The Bank that Broke the Bank”, Sydney Publications.  Complete weekly exercises and tasks listed on CANVAS.	Lecture 4  In class exercises  <b>Assessment 1 part 1 due:</b> Friday of Week 4 by 9:00 am SGT
5	Developing Business Strategy – the role of the CFO	Read Week 5 Chapters in “Strategic Management Accounting” (Wiley Custom Publication).  Complete weekly exercises and tasks listed on CANVAS.	Lecture 5  In class exercises
6	Implementing Business Strategy using the Balance Scorecard - Developing KPIs for Performance Evaluation	Read Week 6 Chapters in “Strategic Management Accounting” (Wiley Custom Publication).  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, 5 <sup>th</sup> Ed, Pearson Education, pp. 15-61.  Complete weekly exercises and tasks listed on CANVAS.	Lecture 6  In class exercises
7	Implementing Business Strategy using the Balance Scorecard - Developing KPIs for Performance Evaluation	Complete weekly readings, exercises and tasks listed on CANVAS.	Lecture 7  In class exercises <b>Assessment 1 part 2 due:</b> Friday of Week 7 by 9:00 am SGT
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  In class exercises

<b>9</b>	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  In class exercises
<b>10</b>	The Financial Perspective - Cost Control: Flexible versus Static Budgets	Complete weekly readings, exercises and tasks listed on CANVAS.	Lecture 10  In class exercises
<b>11</b>	The Financial Perspective - Cost Control: Variance Analysis	Complete weekly readings, exercises and tasks listed on CANVAS.	Lecture 11  In class exercises
<b>12</b>	Linking the Internal Process Perspective: Managing Working Capital	Complete weekly readings, exercises and tasks listed on CANVAS.	Lecture 12  In class exercises
<b>13</b>	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

## School Offices

### Newcastle Business School – Callaghan, Newcastle City & Online

NU Space  
409 Hunter Street  
Newcastle  
[nbs.enquiries@newcastle.edu.au](mailto:nbs.enquiries@newcastle.edu.au)  
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### Newcastle Business School - Ourimbah

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### Newcastle Business School - Sydney

55 Elizabeth Street  
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[nbs-sydney@newcastle.edu.au](mailto:nbs-sydney@newcastle.edu.au)  
+61 2 82626432

### PSB Academy Enquiries

Log your question or request to the PSB Program Executives at the following website:  
<http://www.psb-academy.edu.sg/eng>  
+65 6390 9000

### Newcastle Australia Institute of Higher Education Pte Ltd

100 Victoria Street #13-01/02  
National Library Building  
Singapore  
[Singapore-StudentCentral@newcastle.edu.au](mailto:Singapore-StudentCentral@newcastle.edu.au)  
+65 6221 3306

# 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).

<b>Communication Methods</b>	Communication methods used in this course include: <ul style="list-style-type: none"> <li>- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.</li> <li>- Email: Students will receive communications via their student email account.</li> <li>- Face to Face: Communication will be provided via face to face meetings or supervision.</li> </ul>
<b>Course Evaluation</b>	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.
<b>Oral Interviews (Vivas)</b>	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 <a href="#">Oral Examination (viva) Procedure</a> . 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 <a href="#">Student Conduct Rule</a> .
<b>Academic Misconduct</b>	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 <a href="https://policies.newcastle.edu.au/document/view-current.php?id=35">https://policies.newcastle.edu.au/document/view-current.php?id=35</a> .
<b>Adverse Circumstances</b>	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: <ol style="list-style-type: none"> <li>1. the assessment item is a major assessment item; or</li> <li>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;</li> <li>3. you are requesting a change of placement; or</li> <li>4. the course has a compulsory attendance requirement.</li> </ol> Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: <a href="https://policies.newcastle.edu.au/document/view-current.php?id=236">https://policies.newcastle.edu.au/document/view-current.php?id=236</a>
<b>Important Policy Information</b>	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 <a href="https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures">https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures</a> 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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