

THE UNIVERSITY OF NEW SOUTH WALES



SCHOOL OF ACCOUNTING

**ACCT2522 MANAGEMENT ACCOUNTING : PROCESS
IMPROVEMENT AND INNOVATION
ACCT2532 MANAGEMENT ACCOUNTING : PROCESS
IMPROVEMENT AND INNOVATION (Honours)**

Course Outline

Session 1, 2002

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The University of New South Wales
School of Accounting

**ACCT2522 Management Accounting: Process Improvement
and Innovation**
**ACCT2532 Management Accounting: Process Improvement
and Innovation (Honours)**

Session 1, 2002

COURSE OUTLINE

1. GENERAL INFORMATION

COURSE STATUS AND LOCATION

This course is offered by the School of Accounting and may form part of an accounting major, double major or disciplinary minor within the Bachelor of Commerce or Bachelor of Economics degrees. In order to enrol in this course, the following pre-requisites must have been satisfied – ACCT1511 Accounting and Financial Management 1B. This course also constitutes part of the core curriculum of studies required by CPA Australia and the Institute of Chartered Accountants in Australia.

INTRODUCTION

The general focus of this course is on how organisations create and sustain customer value through the use of resources. We explore how, in world class organisations, the management of customer value parameters (such as time, cost and quality) is critical for sustaining value generation. To the extent that such parameters are embodied in organisational processes, we focus on process improvement and innovation as a way of enhancing and capturing value. Improvement and innovation imply change, hence we consider how management accounting can support and/or direct process-based change management initiatives. We pursue this by critically evaluating how internal processes are configured and the alignment of these processes with resource provision and consumption. The following three interrelated themes are explored throughout the course:

1. The design and implementation of management accounting technologies and systems;

2. The evaluation of the role of such technologies and systems in supporting and/or directing the effective use of organisational resources, and continuous and radical process-focused improvement; and
3. The manner in which management accounting technologies and systems affect and are affected by human (e.g. social, political) processes within the organisation.

COURSE OBJECTIVES

The major objectives of this course are:

1. To develop analytic and imaginative skills, in exploring the use of resources in organisational processes under conditions of change.
2. To develop an appreciation of the thinking and practice that underlies the drive towards world class organisational performance.
3. To develop evaluative skills through a critical assessment of relevant literatures.
4. To develop communicative and leadership skills through team based project work, presentations and interactive learning approaches.

DESIRED LEARNING OUTCOMES

After satisfactorily completing this course, you will be able to:

1. Develop a processual and dynamic view of organisations
2. Comprehend how management accounting technologies and systems determine and are being determined by organisational processes
3. Understand the importance of organisational change management;
4. Use management accounting technologies to constructively drive and support continuous improvement and process reengineering;
5. Appreciate how the technical and social contexts of organisations impact on value generation; and
6. Develop the ability to work independently and within teams

COURSE STRUCTURE

The course consists of lectures and tutorials.

LECTURES

There will be a one-hour lecture every week (on Thursdays) except for weeks 7 and 13. The lectures are intended to introduce students to conceptual frameworks that are critical to the core themes of the course.

TUTORIALS

Each student is expected to register for a tutorial group. There will be one two-hour tutorial each week from weeks 2 to 14, except week 8 when research workshops will be held. The tutorials constitute the core learning experience of this course. A highly participatory teaching strategy, involving group work and presentations will be adopted for each tutorial. To support this approach, class participation will be assessed as 10% of the total mark for the course as a whole. Tutorial questions will be handed out to students at least one week in advance. It is essential that, prior to a tutorial, you read the relevant course materials and prepare written responses to any tutorial questions assigned. Students enrolled in ACCT2532 Management Accounting: Process Improvement and Innovation (Honours) will be expected to do extra tutorial preparations in addition to that expected of Pass students.

RESEARCH WORKSHOP

All students enrolled in this course are asked to participate in one 90-minute research workshop to be held during the week commencing 29th April in lieu of tutorials. Details of the location and time of this workshop will be announced at a later date. Staff teaching in this subject consciously aim for high standards of teaching effort and effectiveness. We would be very appreciative of high levels of participation in the research workshop (as well as in tutorials), in return.

COURSE ASSESSMENT

The total marks for **ACCT2522** and **ACCT2532** will be calculated as follows.

	Pass Group	Honours Group
Tutorial Quizzes	15%	15%
Syndicate Case Study	25%	25%
Class Participation	10%	10%
Honours Assignment		10%
Final Examination	50%	40%
TOTAL	100%	100%

Tutorial Quizzes

As a way of providing students with ongoing and timely feedback as well as consolidating the desired learning outcomes of the course, four tutorial quizzes will be held from time to time. Your best three out of the four quizzes will form 15% of the total assessment of the course. The schedule below indicates the topics for, and timing of, the quizzes:

<u>Quiz No</u>	<u>Quiz Timing</u>	<u>Assessable Topic</u>
1	Week 3	Workflow and Process Analysis
2	Week 5	Managing Constraining Resources
3	Week 6	Project Planing and Analysis
4	Week 9	Cost Assignment

Syndicate Case Study

You will be required to participate in the preparation and presentation of an in-depth assessment of an organisation's resources and processes. This assessment will involve the application of various concepts and techniques covered in the course. Each syndicate will comprise **four** or **five** students from your tutorial. The case study is worth 25% of the marks for the course as a whole. 20% of this mark will be for the syndicate's written assignment and the remaining 5% will be for in-class presentation. Syndicate presentations are scheduled for Week 14. Details of the case study will be issued in week 4.

Self and peer (S&P) assessment will be involved in the determination of the final mark for each member of a syndicate. This system has been introduced to reward and encourage active participation by all members of a syndicate. Separate notices will be issued by week 4 detailing this year's system of S&P assessment.

Class Participation

Participation is an essential feature of a successful tutorial program. Staff will use the following guide when assigning participation marks. Fractional marks are allowed.

Mark	Guide
0	Has attended less than eight tutorials.
2	Has made almost no contribution to general class discussions.
4	Has made some, but only infrequent contributions to class discussions.
6	Has made more than infrequent contributions to class discussions.
8	Has made frequent contributions to class discussions.
10	Has made frequent contributions to class discussions, often of above average quality.

The quality and frequency of voluntary participation in class debates and in *ad hoc* presentations will be taken into account in making the above assessment.

Honours Assignment

In addition to other assessments, honours students will be required to complete an assignment worth 10% of the total assessment for the course. Details of this will be issued separately.

Final Examination

There will be one paper, of 3 hours duration, to be sat during the end of session examination period. The paper will contain both calculative and discursive questions, based on key themes of the subject.

2. COURSE RESOURCES

TEACHING STAFF

Teaching Staff	Room Number	Telephone
Lecturer-in-Charge		
▪ Habib Mahama	Quad 3104	9385 5843
Other Lecturers and Tutorial Facilitators		
▪ Paul Andon	Quad3093	9385 5821
▪ Mandy Cheng	Quad 3125	9385 6343
▪ Maria Dyball	Quad 3115	9385 5823
▪ Mahreen Hasan	Quad3113	9385 5907
▪ Robert Lee	Quad 3099	9385 5840
▪ Linus Li	Quad3113	9385 5907
▪ Chris McNamara	Quad3089	9385 6283

CONSULTATION HOURS

Students will be notified of staff consultation hours during the first tutorial in week 2. Each member of staff will be available for two hours per week to conduct consultations on a drop-in basis. You are encouraged to seek help at a time that is convenient to you from any staff member teaching on this course during their regular consultation hours. In special circumstances, an appointment may be made outside regular consultation hours. Staff will not conduct any consultations by e-mail, unless they indicate a personal preference to work remotely. You may, however, phone staff during their consultation hours.

COURSE TEXTBOOK

School of Accounting, UNSW, *Management Accounting for Change: Process Improvement and Innovation* (2nd Ed). Please note that the 1st edition (2000) will not suffice. You will need to buy the 2nd edition (reprint).

This textbook (written by various staff of the School of Accounting) is available from the UNSW Bookshop. Supplementary reading materials may be issued from time to time.

OTHER RECOMMENDED TEXTS

Atkinson A., R.D. Banker, R.S. Kaplan & S.M. Young, *Management Accounting*, 2nd ed., Prentice-Hall, 1997.

Burch, J.G., *Cost and Management Accounting: A Modern Approach*, West Publishing Company, 1994.

- Cooper, R., & Kaplan, R., *The Design of Cost Management Systems: Text, Cases, and Readings*, Prentice-Hall, 1991.
- Dilworth, B.D., *Production and Operations Management: Manufacturing and Nonmanufacturing*, 5th ed., Random House, 1993.
- Emmanuel, C., D. Otley, & K. Merchant, *Accounting for Management Control*, 2nd. ed., Chapman & Hall, 1993.
- Hansen, D. & Mowen, M., *Cost Management: Accounting and Control*, 2nd ed., South-Western, 1996.
- Horngren, C.T., G. Foster, & S.M. Datar, *Cost Accounting: A Managerial Emphasis*, 9th. ed., Prentice-Hall, 1997.
- Kaplan, R.S. & Atkinson, A.A., *Advanced Management Accounting*, Prentice-Hall, 1989.
- Langfield-Smith, K., Thorne, H., & Hilton, R.W., *Managerial Accounting: An Australian Perspective*, McGraw-Hill, Inc., 1995.
- Moore, K. & P. Booth, *Strategic Management Accounting: Australasian Cases*, John Wiley, 1994.
- Shank, J.K. & Govindarajan, V., *Strategic Cost Analysis: The Evolution from Managerial to Strategic Accounting*, Irwin, 1989.
- Umble, M.M. & Srikanth, M.L., *Synchronous Manufacturing: Principles for World Class Excellence*, South-Western, 1990.

COURSE WEBSITE

A course website will be maintained within the WebCT environment. You are required to have a Unipass and Unipin to access this website. In addition, you must be enrolled in the course to access the website. The website will be updated weekly with related materials and other information relevant to the weekly lectures and tutorials. Other websites that provide useful content with respect to the course will be indicated by a series of hyperlinks in the course website. You are encouraged to explore these sites and learn from them also. We can not place any material on the website that involves the use of student IDs or that raises issues with respect to privacy. Details regarding access to this website will be provided in class.

The following websites provide useful support resources:

▪ www.student.unsw.edu.au	UNSW homepage for students
▪ www.library.unsw.edu.au	UNSW library (catalogues, info, etc.)
▪ www.lc.unsw.edu.au	UNSW Learning Centre (help with learning and language support, etc.)
▪ www.counselling.unsw.edu.au	UNSW Counselling Service (dealing with personal issues)
▪ www.comms.unsw.edu.au	UNSW Communications unit (net access, UDUS, email)

3. STUDENT RESPONSIBILITIES

PREPARATION FOR AND PERFORMANCE IN CLASS

It is a requirement of this course that all students attempt the assigned weekly reading and tutorial questions *prior* to attending class. Students are expected to participate in the class discussion.

The expected workload for an undergraduate course is 10 hours per week (on average).

ATTENDANCE REQUIREMENT

Students are expected to be regular and punctual in attendance to all classes. You are required to attend your assigned class each week. Any variation must be approved by the Lecturer-in-Charge. All applications for exemption from attendance at tutorials of any kind must be made in writing to the Registrar. If you attend less than 80% (that is, 11 complete tutorials) you may be refused final assessment.

Students are requested to turn off their mobile phones prior to entering the classroom.

PHOTOGRAPHS

You are required to provide your tutorial facilitators with a passport size photograph of yourself, no later than tutorial 3 (week commencing 18 March 2002)

SATISFACTORY PERFORMANCE

To be eligible for a passing grade in this course, students must (1) attain a composite mark of at least 50% **AND** (2) perform at a satisfactory level in each component of the composite assessment (as stated above). Failure to do so may result in either supplementary assessment being required or the award of a failing grade, depending on an individual's situation.

SUBMISSION OF CONTINUOUS ASSESSMENT

Continuous assessment must be submitted by the due date. Failure to do so will attract a penalty which is to be calculated as follows: One day late - 10% of the maximum possible mark; Two days late - 20% of the maximum possible mark; Three days late - 40% of the maximum possible mark; Four days late - 60% of the maximum possible mark; Five or more days late - 100% of the total mark.

Extensions will only be granted in **exceptional** circumstances and will only be made by the Lecturer-in-Charge. Applications for an extension must be made in writing to Dr Habib Mahama and must be supported by medical certificates, etc. The onus is on students to plan their workloads to meet the course deadlines.

SPECIAL CONSIDERATION

It should be noted that special consideration is available only to students confronting *abnormal and significant* difficulties in completing this course. University regulations must be consulted before applying for formal consideration. It should be noted that illness or personal problems do not ensure that supplementary assessment will be granted automatically. In *addition* to the normal University application for consideration, students are required to lodge a detailed written application with the Lecturer-in-Charge. Details of the consideration will be treated in confidence by staff.

ACADEMIC MISCONDUCT

Students are reminded that the University regards academic misconduct as a very serious matter. Students found guilty of academic misconduct are excluded from the University for two years. However, because of the circumstances in individual cases, the period of expulsion can range from one session to permanent expulsion from the University.

The following are some of the actions which have resulted in students being found guilty of academic misconduct in recent years: taking unauthorised materials into an examination; submitting work for assessment knowing it to be the work of another person; improperly obtaining prior knowledge of an examination and using that knowledge in the examination; and failing to acknowledge the source of material in an assignment.

SUPPORT INFRASTRUCTURE

The following services are recommended to students requiring additional and specialised support.

Learning Centre

The Learning Centre provides a free and confidential service offering learning and language support to UNSW students. Assistance is provided through workshops, discipline-based courses and individual consultations. The Learning Centre is located at Room 231, Level 2, Library Building. (Phone 9385 3890 for an appointment.)

Education Development Unit

Additional learning and language support or a 'discipline-specific' support class can be arranged with the Education Development Unit (EDU) in the Faculty. Students may consult the EDU for advice and assistance with assignment writing, academic reading and note-taking, oral presentation, study skills or other learning needs. The Unit is located in Room 3054, Level 3, Quadrangle Building. (Phone 9385 6163 or 9385 6087 for an appointment.)

Counselling Service

Counsellors offer assistance in planning, decision making, problem solving, and social and emotional development. The Counselling Service is located at Level 2, East Wing, Quadrangle Building. (Phone 9385 5418 for an appointment.)

4. COURSE TIMETABLE

LECTURES

WEEK	STARTING	TOPIC	Lecturer
1	4 th March	Management Accounting for Change: Process Improvement and Innovation	Habib Mahama
2	11 th March	Workflow and Process Analysis	Mandy Cheng
3	18 th March	Quality	Mandy Cheng
4	25 th March	Managing Constraining Resources	Mandy Cheng
	1 st April	RECESS	
5	8 th April	Project Planning and Analysis	Habib Mahama
6	15 th April	Resource Provision and Consumption	Paul Andon
7	22 nd April	No Lecture	
8	29 th April	Cost Assignment	Paul Andon
9	6 th May	Planning Resource Provision: Budgeting	Paul Andon
10	13 th May	Standard Cost Variance Analysis	Maria Dyball
11	20 th May	Motivation, Performance and Control Systems	Maria Dyball
12	27 th May	Managing Interdependencies	Maria Dyball
13	3 rd June	Subject Review	Habib Mahama
14	10 th June	No Lecture	

TUTORIALS

WEEK	STARTING	TOPIC
2	11 th March	Management Accounting for Change: Process Improvement and Innovation
3	18 th March	Workflow and Process Analysis
4	25 th March	Quality
	1 st April	RECESS
5	8 th April	Managing Constraining Resources
6	15 th April	Project Planning and Analysis
7	22 nd April	Resource Provision and Consumption
8	29 th April	Research Project
9	6 th May	Cost Assignment
10	13 th May	Planning Resource Provision: Budgeting
11	20 th May	Standard Cost Variance Analysis
12	27 th May	Motivation, Performance and Control Systems
13	3 rd June	Managing Interdependencies
14	10 th June	Syndicate Presentation