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, 2004

This document sets out the structure of this course and its requirements. It will be assumed that you are familiar with these requirements. Please read this document carefully. Direct any questions regarding this document to your tutor in Week 2.

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1. GENERAL INFORMATION

1.1. 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-requisite 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.

1.2. 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.

1.3. Course Objectives

The major objectives of this course are:

1. To develop analytic and imaginative skills by exploring the use of resources in organisational processes.

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.

1.4. 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.

6. Develop the ability to work independently and within teams.

1.5. Course Structure

The course consists of lectures and tutorials.

1.5.1. Lectures

There will be a one-hour lecture every week (on Thursdays) except for week 14. The lectures are intended to introduce students to concepts that are critical to the core themes of the course.

1.5.2. 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. 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 posted on WebCT in the week prior to the tutorial being held. It is essential that, prior to a tutorial, you read the relevant course materials and prepare written responses to any tutorial questions assigned. In addition, students enrolled in ACCT2532 (Management Accounting: Process Improvement and Innovation (Honours)) will be expected to do extra tutorial preparation relating to the honours component of the course.

1.6. Course Assessment

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

	Pass Group	Honours Group
Mid Session Exam	20%	20%
Syndicate Case Study	20%	20%
Class Participation	10%	10%
Honours Assessment	-	10%
Final Examination	50%	40%
TOTAL	100%	100%

1.6.1. Mid Session Exam

A mid session exam paper of 1.5 hours duration will be held in Week 7, with date and time to be confirmed. Further information regarding the mid session exam will be provided in a separate announcement later in the session.

1.6.2. 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 20% of the marks for the course as a whole. 15% 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 a separate announcement by the end of 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. S&P assessment cannot be refused by the student once he/she is enrolled and continues with the course. Separate notices will be issued by the end of week 4 detailing this year's system of S&P assessment.

1.6.3. 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 **ten** 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.

1.6.4. Honours Assessment

In addition to other assessments, students enrolled in ACCT2532 (honours students) will be required to complete further assessment, which will be detailed in a separate handout and explained in the first honours tutorial. This additional assessment will constitute 10% of the total assessment for the course.

1.6.5. Final Examination

A final examination of 3 hours duration will be held during the examination period at the end of session. University administration will issue a final examinations timetable later in the session, which will provide the date, time and location(s) of the exam.

The paper will contain both calculative and discursive questions, based on key themes of the subject. Further details on the final exam will be provided in the Week 13 review lecture.

2. COURSE RESOURCES

2.1. Teaching Staff

Teaching Staff	Room Number	Telephone
Lecturer-in-Charge		
Paul Andon	Quad 3093	9385 5821
Lecturing Staff		
Nicole Ang	Quad 3097	9385 5832
Linda Chang	Quad 3120	9385 5817
Mandy Cheng	Quad 3125	9385 6343
Maria Dyball	To be announced	To be announced

Details of other tutors will be provided in Week 1.

2.2. 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 at least 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.

2.3. Course Textbooks

There are two prescribed texts for this course:

1. Briers, M., J. Macmullen, M. Dyball, & H. Mahama. (eds.) *Management Accounting for Change: Process Improvement and Innovation* (4^{th} Edition). Please note that previous editions will not suffice. You will need to buy the 4^{th} edition.

2. School of Accounting, UNSW, *ACCT2522/2532 Management Accounting: Process Improvement and Innovation.* McGraw-Hill.

These are separate texts (despite the similar titles). Both texts are available from the UNSW bookshop.

In addition to the prescribed texts, supplementary reading materials may be issued from time to time.

2.4. Other Suggested Texts

If you wish to conduct further self-study in the topics covered by this course, you may wish to consult the following list of suggested texts. These books are available from the UNSW library.

1. Atkinson A., R.D. Banker, R.S. Kaplan & S.M. Young, *Management Accounting*, 2nd ed., Prentice-Hall, 1997.
2. Burch, J.G., *Cost and Management Accounting: A Modern Approach*, West Publishing Company, 1994.
3. Cooper, R., & Kaplan, R., *The Design of Cost Management Systems: Text, Cases, and Readings*, Prentice-Hall, 1991.
4. Dilworth, B.D., *Production and Operations Management: Manufacturing and Nonmanufacturing*, 5th ed., Random House, 1993.
5. Emmanuel, C., D. Otley, & K. Merchant, *Accounting for Management Control*, 2nd. ed., Chapman & Hall, 1993.
6. Hansen, D. & Mowen, M., *Cost Management: Accounting and Control*, 2nd ed., South-Western, 1996.
7. Horngren, C.T., G. Foster, & S.M. Datar, *Cost Accounting: A Managerial Emphasis*, 9th. ed., Prentice-Hall, 1997.
8. Kaplan, R.S. & Atkinson, A.A., *Advanced Management Accounting*, Prentice-Hall, 1989.
9. Moores, K. & P. Booth, *Strategic Management Accounting: Australasian Cases*, John Wiley, 1994.
10. Shank, J.K. & Govindarajan, V., *Strategic Cost Analysis: The Evolution from Managerial to Strategic Accounting*, Irwin, 1989.
11. Umble, M.M. & Srikanth, M.L., *Synchronous Manufacturing: Principles for World Class Excellence*, South-Western, 1990.

2.5. Course Website

A course website will be maintained within the WebCT environment. You are required to have a Unipass and Unipin and 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. 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:

https://my.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)
http://education.fce.unsw.edu.au/	Education Development Unit (assistance with learning skills relevant to FCE students).

3. STUDENT RESPONSIBILITIES

3.1. 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.

3.2. Workload Expectations

It is expected that you will spend at least ten hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations the workload may be greater.

Over commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

3.3. 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 Lecturer-in-Charge. ***If you attend less than 80% (ie: a minimum of 10 complete tutorials), you may be refused final assessment. This is in addition to getting no participation mark.***

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

3.4. Photographs

You are required to provide your tutorial facilitators with a passport sized photograph of yourself, no later than tutorial 3 (week commencing 15 March 2004). It is essential that you provide a photo to your tutor so that he/she can assess participation in class more effectively.

3.5. Satisfactory Performance

In order to ensure that you have every opportunity to illustrate your knowledge of the course material, all assessment tasks are considered compulsory. Failure to complete an assessment task may result in students being refused permission to sit for the final examination, and they will be given an "Unsatisfactory Fail" (UF) grade for this course.

In order to pass this course, the following three criteria must be satisfied:

1. Achieve a composite mark of 50 or higher (out of 100); **and**

2. Satisfactorily complete all assessment tasks (or submit appropriate documentation relating to your failure to complete a task to the Lecturer-in-Charge); **and**

3. Achieve a minimum mark of 50% for the final examination. Any student having an overall mark of 50 or more but less than 50% in the final examination will be given an UF grade.

Note: A "Pass Conceded" (PC) may only be granted by the Faculty of Commerce and Economics Assessment Committee, and **NOT** the Head of School or the Lecturer-in-Charge.

3.6. Assessment Submission

All assessments 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 Paul Andon and must be supported by medical certificates, etc. The onus is on students to plan their workloads to meet the course deadlines.

3.7. 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, Paul Andon. Details of the consideration will be treated in confidence by staff.

3.8. 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; improperly obtaining prior knowledge of an examination and using that knowledge in the examination; and acts of plagiarism.

Plagiarism entails taking and using as one's own, the thoughts or writings of another without acknowledgement including:

(a) where paragraphs, sentences, a single sentence or significant part of a sentence which are copied directly, are not enclosed in quotation marks and appropriately footnoted;

(b) where direct quotations are not used, but ideas or arguments are paraphrased or summarised, and the source of the material is not acknowledged either by footnoting or other reference within the text of the paper; and

(c) where an idea, which appears elsewhere in print, film or electronic medium, is used or developed without reference being made to the author or the source of the idea.

Students are advised to read the section on Ethical Use of Scholarly Materials at the following website address:
http://www.fce.unsw.edu.au/current_students/responsibilities.shtml#misconduct

Plagiarism in the syndicate case study will result in a mark of zero for this component of the course assessment.

3.9. Support Infrastructure

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

3.9.1. Learning Centre

The UNSW Learning Centre provides academic skills support services for students. The Learning Centre is located on Level 2 of the Library and can be contacted by Phone: 9385 3890 or through their website: http://www.lc.unsw.edu.au/

3.9.2. Education Development Unit

Additional learning support, tailored to the needs of FCE students, is available from the Education Development Unit (EDU) in the Faculty. The EDU offers a range of services for FCE students including:

- Academic skills workshops run throughout the session;
- Printed and on-line study skills resources e.g. referencing guide, report writing and exam preparation;
- A drop-in resource centre containing books and audio visual material that can be borrowed;
- A limited consultation service for students with individual or small group learning needs.

More information about the EDU services including on-line resources, workshop details and consultation request forms are available from the EDU website.

Contacts and location:

- EDU Web: http://education.fce.unsw.edu.au
- EDU Location: Room 2039, Level 2 Quadrangle Building

EDU services are free and confidential and are available to students of the Faculty of Commerce and Economics.

3.9.3. Counselling Service

Students experiencing problems of an academic or personal nature are encouraged to contact the Counselling Service at UNSW. This service is free and confidential and run by professional counsellors. 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, and can be contacted on 9385 5418.

4. COURSE TIMETABLE

4.1. Lectures

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

4.2. Tutorials

Week	Starting	Topic
2	8th March	Management Accounting for Change: Process Improvement and Innovation
3	15th March	Workflow and Process Analysis
4	22nd March	Motivation, Performance and Control Systems
5	29th March	Quality
6	5th April	Managing Constraining Resources
	12th April	**RECESS**
7	19th April	Project Planning and Analysis
8	27th April	Resource Provision and Consumption
9	3rd May	Planning for Committed Resources
10	10th May	Cost Assignment
11	17th May	Responsibility Accounting and Budgeting
12	24th May	Standard Cost Variance Analysis
13	31st May	Managing Interdependencies
14	7th June	Syndicate Presentation