

THE UNIVERSITY OF NEW SOUTH WALES



School of Accounting

ACCT2522
MANAGEMENT ACCOUNTING: PROCESS IMPROVEMENT AND
INNOVATION

COURSE OUTLINE Session 1, 2005

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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*COURSE OUTLINE
Session 1, 2005*

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

This course examines management accounting practices directed towards the effective use of organisational resources. Organisations create value through the use of resources, and can enhance such value by focusing and reconfiguring their internal processes in various ways; that is, by improving the ways in which they conduct business and perform work. We explore how, in world class organisations, the management of customer value parameters (such as time, cost and quality) is critical to value creation and how management accounting practices can support such value generation. As such, this course focuses on the following interrelated three themes:

1. The technical design and operation of management accounting technologies and systems;
2. The role of such technologies in supporting effective resource management and process improvement; and
3. The manner in which these systems affect and are affected by human processes within organisations.

1.3. Desired Learning Outcomes

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

1. Develop a processual and dynamic view of organisations.
2. Understand the importance of organisational change management.
3. Appreciate how management accounting technologies can be used to constructively drive and support process improvement and innovation.
4. Appreciate how the technical and social contexts of organisations impact on value generation.

1.4. Course Structure

The course consists of lectures and tutorials.

1.4.1. Lectures

Lectures (two hours per week) will be held each Thursday (except as specified in the course timetable – see section 4 of the course outline). The purpose of lectures is to introduce and explain concepts that are critical to the core themes of the course.

1.4.2. Tutorials

Each student is expected to register for a tutorial group via the TAS system. Tutorials (one hour per week) will be held each week from weeks 2 to 14 (except as specified in the course timetable). 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.

1.4.3. Self Study Materials

Self study materials will be posted on WebCT from time to time, as required, to facilitate deeper learning of core elements of the course. The onus is on students to review and complete these materials. Staff will be available in consultation hours to assist with difficulties experienced with self study materials.

1.5. Course Assessment

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

<i>Assessment</i>	<i>Weighting</i>
In Class Quiz (Week 6)	5%
Mid Session Exam (Week 8)	25%
Syndicate Written Case Study	15%
Final Examination	55%
<i>TOTAL</i>	<i>100%</i>

1.5.1. In Class Quiz (Week 6)

A quiz will be held in tutorials in Week 6. The format of the quiz is likely to be discursive and/or calculative. Further information regarding the content and duration of the quiz will be provided in a separate announcement.

1.5.2. Mid Session Exam (Week 8)

A mid session exam paper of 1.5 hours duration will be held in Week 8. Further information regarding the mid session examination date, time, location and content will be provided in a separate announcement.

1.5.3. Syndicate Written Case Study (Week 12)

You will be required to prepare an in-depth assessment of an organisation's resources and processes. This will be due in week 12. 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. Details of the case study will be issued in a separate announcement.

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. A separate notice will be issued detailing the system of S&P assessment.

1.5.4. 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 course. Further details on the final exam will be provided in the Week 13 review lecture.

2. COURSE RESOURCES

2.1. Lecturing Staff

<i>Teaching Staff</i>	<i>Room Number</i>	<i>Telephone</i>
<i>Lecturer-in-Charge</i>		
Paul Andon	Quad 3093	9385 5821
<i>Lecturing Staff</i>		
Nicole Ang	Quad 3097	9385 5832
Linda Chang	Quad 3120	9385 5817
Mandy Cheng	Quad 3125	9385 6343

Details of other tutors will be provided separately.

2.2. Consultation Hours

Students will be notified of staff consultation hours by 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 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 otherwise. You may, however, phone staff during their consultation hours.

2.3. Course Textbooks

The prescribed text for this course is:

Andon, P. and Mahama, H. (eds), School of Accounting, UNSW, **ACCT2522/2532 Management Accounting: Process Improvement and Innovation**. McGraw-Hill.

This text is available from the UNSW bookshop. Please advise the Lecturer-in-Charge immediately if you have difficulty in obtaining the text. Copies of the text will also be made available through the Open Reserve.

In addition to the prescribed text, supplementary reading materials may be issued during the session as required.

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. Langfield-Smith, K., Thorne, H. and Hilton, R. W., *Management Accounting: An Australian Perspective 3e*, McGraw-Hill, 2003.
2. Garrison, R. H. and Noreen, E. W., *Managerial Accounting 10/e*, McGraw-Hill Irwin, 2003.
3. Briers, M., J. Macmullen, M. Dyball, & H. Mahama. (eds.) *Management Accounting for Change: Process Improvement and Innovation* (4th Edition), 2004.
4. Emmanuel, C., D. Otley, & K. Merchant, *Accounting for Management Control*, 2nd. ed., Chapman & Hall, 1993.
5. Horngren, C.T., G. Foster, & S.M. Datar, *Cost Accounting: A Managerial Emphasis*, 9th. ed., Prentice-Hall, 1997.
6. Shank, J.K. & Govindarajan, V., *Strategic Cost Analysis: The Evolution from Managerial to Strategic Accounting*, Irwin, 1989.

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.

2.6. Other Online Resources

The following websites provide useful support resources:

https://my.unsw.edu.au/	UNSW homepage for students
http://info.library.unsw.edu.au/Welcome.html	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 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 at all classes. You are required to attend your assigned class. Any variation must be approved by the Lecturer-in-Charge. Please respect the lecturer/tutor and fellow students by acting in an appropriate manner whilst in lectures and tutorials. If you are identified as being disruptive, the lecturer or tutor will ask you to leave.

Students must turn off their mobile phones prior to entering lectures and tutorials.

3.4. 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 may 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 may 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.

3.5. *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.

3.6. *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.

3.7. *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.

As a minimum, plagiarism will result in a mark of zero for the relevant assessment.

Students are advised to read the Faculty's section on academic misconduct at the following website address:

http://www.fce.unsw.edu.au/current_students/responsibilities.shtml#misconduct

3.8. *Other General Responsibilities*

Please refer to the following link for other Faculty-prescribed responsibilities/

http://www.fce.unsw.edu.au/current_students/responsibilities.shtml

4. *SUPPORT INFRASTRUCTURE*

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

4.1. *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/>

4.2. *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.

4.3. 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. (<http://www.counselling.unsw.edu.au/>).

5. EDU ACADEMIC SKILLS WORKSHOPS (SESSION 1, 2005)

These one-hour workshops designed for Faculty of Commerce and Economics (FCE) students are held from Week 2 to Week 12 on Tuesday and Wednesday afternoons, from 4.30-5.30pm. The workshops are free and you do not have to register. You come to the venue at 4.30pm on the dates listed for the workshop you wish to attend.

Venue: The EDU Learning Assistance Centre, Room 2039, Level 2, Quad Building

Special workshops: The EDU provides, upon request, workshops on a topic of your choice for groups of 5 or more students. Please contact us to organise a time and date if you would like to arrange a workshop.

Individual or small group consultations: If you have any learning issues or questions about your assignments, contact us to book a consultation with a Learning Consultant. You do not need to attend a workshop to request a consultation. Bring your course outline, assessment questions and assignment drafts to the consultation.

Contact: visit the EDU Learning Assistance Centre at Level 2, Room 2039, Quad Building, phone 9385 5584, or book a consultation through the website at <http://education.fce.unsw.edu.au>

<i>Topic</i>	<i>Date</i>	<i>Description</i>
Time management	<i>Week 2</i> Tuesday 8 March Wednesday 9 March	This workshop will assist you to plan, organise your time and manage your workload more effectively.
Strategies for effective reading	<i>Week 3</i> Tuesday 15 March Wednesday 16 March	This workshop will provide strategies that assist you to read effectively and critically.
Working in groups	<i>Week 4</i> Tuesday 22 March Wednesday 23 March	This workshop will give you tips for working effectively in teams on group assignments.
Mid-session recess	25 March to 3 April	
Critical review	<i>Week 5</i> Tuesday 5 April Wednesday 6 April	This workshop will consider techniques for critically reviewing journal and newspaper articles you are reading for your courses.
Case analysis	<i>Week 6</i> Tuesday 12 April Wednesday 13 April	This workshop will focus on the steps involved in undertaking and writing up a case analysis.
Essays	<i>Week 7</i> Tuesday 19 April Wednesday 20	This workshop will explore how to prepare a written response that is designed to analyse, discuss, explain or argue a topic in a well structured and convincing

<i>Topic</i>	<i>Date</i>	<i>Description</i>
	April	manner
Reports	<i>Week 8</i> Tuesday 26 April Wednesday 27 April	This workshop will outline the structure and content of the different types of reports required in FCE assignments.
Referencing	<i>Week 9</i> Tuesday 3 May Wednesday 4 May	This workshop will introduce you to the referencing styles used in FCE assignments. The focus will be on the Harvard system.
Avoiding plagiarism	<i>Week 10</i> Tuesday 10 May Wednesday 11 May	This workshop will demonstrate how to incorporate your sources of information in your writing. The emphasis will be on quoting, or paraphrasing, and citing your sources to avoid plagiarism.
Presentation skills	<i>Week 11</i> Tuesday 17 May Wednesday 18 May	This workshop will help you to prepare, organise, and consider your verbal and non-verbal skills for individual and group presentations
Exam preparation	<i>Week 12</i> Tuesday 24 May Wednesday 25 May	This workshop will help you to prepare for different types of FCE exams and to write effective answers.

6. COURSE TIMETABLE

<i>Lecture Date/Week</i>	<i>Tutorial Week</i>	<i>Topic</i>	<i>Lecturer</i>
<i>Part 1 Management Accounting Value Creation Basic Terms and Concepts (Self Study)</i>			
3 rd March Week 1	Week 2	Management Accounting for Value Creation <ul style="list-style-type: none"> ▪ Includes coverage of basic terms and concepts (self study). 	Paul Andon
<i>Part 2 Understanding Processes and Value Creation</i>			
10 th March (Week 2)	Week 3	Understanding Processes and Value Creation	Paul Andon
<i>Part 3 Managing Process Parameters and Resources for Value Creation</i>			
17 th March (Week 3)	Week 4	Managing Cost I: Cost Behaviour, Cost Drivers and Cost Estimation.	Linda Chang
24 th March (Week 4)	Week 5	Managing Cost II: Cost Allocation and Management.	Linda Chang
7 th April (Week 5)	Week 6 (In Class Quiz)	Managing Timeliness and Cost	Nicole Ang
14 th April (Week 6)	Week 7	Managing Quality	Linda Chang
<i>Part 4 Selecting and Managing Projects for Value Creation</i>			
21 st April (Week 7)	Week 9	Planning Investment in Committed Resources	Nicole Ang
5 th May (Week 9)	Week 10	Project Management	Nicole Ang
<i>Part 5 Monitoring, Controlling and Evaluating Outcomes</i>			
12 th May (Week 10)	Week 11	Standard Costs and Variance Analysis	Mandy Cheng
19 th May (Week 11)	Week 12 (Group Assignment Due Fri)	Transfer Pricing	Mandy Cheng
26 th May (Week 12)	Week 13	Motivation and performance evaluation.	Mandy Cheng
2 nd June (Week 13)	Week 14	Lecture: Subject review Tutorial: Past exam questions	Paul Andon

Note:

- Easter Recess 25th March to 3rd April – no lectures or tuts during this period.
- No Lectures 28th April (Week 8) – mid session exam.
- No Tutorials Week 8 – Mid session exam week.
- No lecture 9th June (Week 14)