THE UNIVERSITY OF
NEW SOUTH WALES

School of Accounting

Faculty of Commerce and Economics

ACCT2522

MANAGEMENT ACCOUNTING: PROCESS IMPROVEMENT AND INNOVATION

COURSE OUTLINE
SESSION 1, 2006

TABLE OF CONTENTS

1. INFORMATION ABOUT ACCT2522

1.1 Overview

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 and Course Aims

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 improving the ways in which they conduct business and perform work. We explore how 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. 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.

We aim to encourage critical thinking about any issues that may arise as these themes are covered, and to improve students' abilities to address such issues with confidence and creativity in a professional and work-based context. The course draws upon business practice, contemporary and international research, case studies, and lastly the applied research experiences of course participants to explore the issues that are raised in this subject.

1.3 Desired Student Learning Outcomes

Content-based Learning Outcomes

As a result of satisfactorily completing this course, you should 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; and
4. Appreciate how the technical and social contexts of organisations affect value generation.

Desired Skills-based Outcomes

As a result of satisfactorily completing this course, you should have the opportunity to:

5. Learn independently and to assume responsibility for your learning process;
6. Tolerate ambiguity in managerial and organisational problem-solving; and
7. Apply knowledge to specific organisational contexts.

1.4 Approach to Learning and Teaching

At university the focus is on your self-directed search for knowledge. Lectures, tutorials, textbooks, exams and other resources are all provided to help you learn, fully grasp, and appreciate the concepts of this subject.

It is up to you to choose how much work you do in each part of the course: preparing for classes; completing assignments; studying for exams; and seeking assistance or extra work to extend and clarify your understanding. You must choose an approach that best suits your learning style and goals in this course. Tutorial questions and self study questions are provided to guide your learning process.

2. INFORMATION ABOUT THE COURSE

2.1 Units of Credit

ACCT 2522 Management Accounting: Process Improvement and Innovation has a total of 6 units of credit.

2.2 Course Structure

The course consists of lectures and tutorials.

2.2.1 Lectures

Each student is required to register for a lecture time via myUNSW. Lectures are two hours per week and will be held each Thursday (except as specified in the course timetable – see Section 8 of the course outline). The purpose of lectures is to introduce and explain concepts that are critical to the core themes of the course.

In order to maximise the benefits of attending lectures, students are encouraged to read the relevant study materials thoroughly before attending lectures. Lecture notes will be posted on WebCT Vista in the week prior to the lecture being held.

ACCT2522 Lecture locations	Lecture	Day	Time
Rex Vowels Theatre	A	Thu	09:00 - 11:00
Sir John Clancy Auditorium	B	Thu	14:00 -16:00
Central Lecture Block 2	C	Thu	18:00 -20:00

2.2.2 Tutorials

Each student is required to register for a tutorial group via myUNSW. Tutorials are one hour per week and will be held each week from weeks 2 to 14. Tutorials constitute the core learning experience of this course. During tutorials, students will be encouraged to discuss and critique accounting concepts in a team environment, present their findings in front of the class, and apply their knowledge to solve problems via homework questions and class exercises.

Tutorial questions will be posted on WebCT Vista in the week prior to the tutorial being held. It is essential that you read the relevant course materials and prepare written responses to tutorial questions prior to the tutorial each week.

Tutorial times and locations can be found at
http://www.cse.unsw.edu.au/%7Enss/sitar/classes/ACCT_S1.html#ACCT2522S1

2.2.3 Self Study

Self study is a key element of the learning design of this course. From time to time, self study materials will be posted on WebCT Vista to facilitate deeper learning of core elements of the course. The aim of these self-study questions is to encourage students to assume responsibility in the learning process, and to make the tutorials more effective. Thus 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.

2.3 Course Lecturing Staff

Teaching Staff	Room Number	Telephone
Lecturer-in-charge		
Nicole Ang	Quad 3097	9385 5832
Lecturing Staff		
Linda Chang	Quad 3120	9385 5817
Mandy Cheng	Quad 3125	9385 6343
Kar Ming Chong	Quad3114	9385 5916

Details of other tutors will be provided separately.

2.3.1 Communication and Consultation with Staff

Students will be notified of staff consultation hours during the first tutorial in week 2. 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. Each staff member will be available for up to three hours per week to conduct consultations on a drop-in basis or via phone (please note however that students who drop-in will be given priority over people who call). Staff will not conduct any extensive consultations by e-mail, unless they indicate a personal preference to work otherwise.

Please note that common etiquette must be observed when conducting any written communication with staff members. **We will not accept any written communication that does not contain your name and student identification number, and/or uses short hand or text/SMS language.** Please be aware that staff members will only address any (small) email queries in their consultation times, after they have dealt with drop-in students and phone queries.

3. STUDENT RESPONSIBILITIES AND CONDUCT

3.1 Preparation For and Performance In Class

It is a requirement of this course that all students attempt the assigned weekly readings and tutorial questions ***prior*** to attending class. The importance of adequate preparation prior to each tutorial cannot be overemphasised, as the effectiveness and usefulness of the tutorial depends to a large extent on students' preparation prior to the tutorial.

3.2 Workload

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

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

Your regular and punctual attendance at lectures and tutorials is expected in this course. You are required to attend your assigned lectures and tutorials. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment.

3.4 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: http://my.unsw.edu.au

3.5 Keeping Yourself Informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. Specific announcements will also be made via WebCT Vista.

4. Learning Assessment

4.1 Formal Requirements

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

In order to pass this course, students must satisfy the following three criteria:

(a) Achieve a composite mark of at least 50%; **and**

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

(c) Achieve a satisfactory level of performance in the final exam. This usually means a minimum mark of 50%. Any student having an overall mark of 50 or more but less than 50% in the final examination will be given an UF grade.

Please note that there will only be **<u>ONE</u>** supplementary exam for the final. It is the student's responsibility to ensure that he or she is available on the date of the supplementary exam (see section 4.3 for the preliminary supplementary exam date).

Note: A "pass conceded" (PC) grade may only be granted by the Faculty of Commerce and Economics Assessment Committee, and **not** the Head of School or the Lecturer-in-charge of this course.

4.2 Assessment Overview

The composite mark for **ACCT2522** will be calculated as follows:

Assessment Item / Due date	Weight	Item Assesses Learning Outcomes
Tutorial preparation	5%	1, 2, 3, 4, 6 and 7
Quiz (Week 6)	10%	1, 2, 3, 4 and 5
Mid-session exam (Week 8)	25%	1, 2, 3, 4, 5, 6 and 7
Final examination	60%	1, 2, 3, 4, 5, 6 and 7
TOTAL	**100%**	

Tutorial preparation (5%)

Your tutor will choose three weeks at random in which to review your written answers to the assigned tutorial homework questions. Your final homework preparation mark will comprise the two best reviews. Each review is worth a maximum of two marks (this will be scaled to a proportion of 5% at the end of the semester). The answers do not need to be 100% correct to receive full marks.

Marking guideline:	
2 marks	Significant attempt at all homework questions AND is able to explain/discuss the homework answers in class if called upon to do so
1 mark	Reasonable attempt at all homework questions
0 mark	Insignificant attempt or no attempt

Please note that:

- Your homework will not be reviewed if you are more than fifteen minutes late for your assigned tutorial
- If you're absent on the week of the review, you will need to provide suitable documentation for your absence before your tutor will agree to review your work at a later stage during the semester
- If you know in advance that you are going to be absent from your assigned tutorial you may choose to show your homework to your tutor in their consultation time, prior to the tutorial in which the homework may be checked
- Other tutors cannot review your work.

Quiz (10%)

A quiz will be held in Week 6. The aim of this quiz is to provide you with on-going feedback relating to your understanding and learning progress within the course. The quiz will test both technical and analytical skills learned in this course.

More information regarding the quiz will be distributed closer to the quiz date.

Mid-Session Exam (20%)

A mid-session exam of 1.5 hours duration will be held in Week 8 on Thursday, April 27th between the hours of 2 and 6pm (students will be assigned to one of two exam sittings). Students will be asked to respond to a series of questions based on topics covered up to and including Week 6 lectures. The aim of the mid-session exam is to evaluate and provide feedback on students' ability to apply and integrate various topics studied in this course.

Final Examination (60%)

Students are required to sit a final examination paper in this course. The final examination will be of 3 hours duration and will be held during the examination period at the end of session. University administration will issue a final examination timetable later in the session, which will provide the date, time and location(s) of the exam.

Further details on the final exam will be provided in the lecture in week 13.

4.3 Special Consideration and Supplementary Examinations

The School of Accounting follows the UNSW policy and process for Special Consideration (see https://my.unsw.edu.au/student/atoz/SpecialConsideration.html). Specifically:

- Applications for special consideration (including supplementary examinations) **must go through UNSW Central administration** (within 3 working days of the assessment to which it refers) – applications will **not** be accepted by staff in the School of Accounting;
- Applying for special consideration does **not** automatically mean that you will be granted additional assessment or that you will be awarded an amended result;
- If you are making an application for special consideration (through UNSW Central Administration) please send details of your special consideration application to the Lecturer in Charge as well;
- Notification of supplementary exams will be sent via email by the Lecturer in Charge. Please do not contact the School Office.

Please note: Supplementary exams for the final exam and the mid-session exam will be held on the same day. There will be only one opportunity to sit them. The preliminary supplementary exam date for both of these ACCT2522 assessments is 14 July 2006.

5. Academic Honesty and Plagiarism

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For full information regarding policies, penalties and information to help you avoid plagiarism see:
http://www.lc.unsw.edu.au/plagiarism/index.html

Plagiarism is the presentation of the thoughts or work of another as one's own.* Examples include:

- direct duplication of the thoughts or work of another, including by copying work, or knowingly permitting it to be copied. This includes copying material, ideas or concepts from a book, article, report or other written document (whether published or unpublished), composition, artwork, design, drawing, circuitry, computer program or software, web site, Internet, other electronic resource, or another person's assignment without appropriate acknowledgement;
- paraphrasing another person's work with very minor changes keeping the meaning, form and/or progression of ideas of the original;
- piecing together sections of the work of others into a new whole;
- presenting an assessment item as independent work when it has been produced in whole or part in collusion with other people, for example, another student or a tutor; and,
- claiming credit for a proportion a work contributed to a group assessment item that is greater than that actually contributed.†

Submitting an assessment item that has already been submitted for academic credit elsewhere may also be considered plagiarism.

The inclusion of the thoughts or work of another with attribution appropriate to the academic discipline does *not* amount to plagiarism.

Students are reminded of their Rights and Responsibilities in respect of plagiarism, as set out in the University Undergraduate and Postgraduate Handbooks, and are encouraged to seek advice from academic staff whenever necessary to ensure they avoid plagiarism in all its forms.

The Learning Centre website is the central University online resource for staff and student information on plagiarism and academic honesty. It can be located at:

www.lc.unsw.edu.au/plagiarism

The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example, in:

- correct referencing practices;
- paraphrasing, summarising, essay writing, and time management;
- appropriate use of, and attribution for, a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre.

Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting, and the proper referencing of sources in preparing all assessment items.

* Based on that proposed to the University of Newcastle by the St James Ethics Centre. Used with kind permission from the University of Newcastle
† Adapted with kind permission from the University of Melbourne.

6. Student Resources

6.1 Course Resources

- Langfield-Smith, K., H. Thorne and R.W. Hilton (2006). *Management Accounting 4e: Information for Managing and Creating Value*, 4th edition, McGraw-Hill Australia Pty Limited.

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

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

6.2 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 UNSW library.

- Briers, M., J. Macmullen, M. Dyball, & H. Mahama (eds.). *Management Accounting for Change: Process Improvement and Innovation* (4th Edition), 2004
- Garrison, R.H., and Noreen, E.W. *Managerial Accounting* 10/e, McGraw-Hill Irwin, 2003
- Horngren, C.T., S.M. Datar, & G. Foster. *Cost Accounting: A Managerial Emphasis* (11th Edition). Prentice-Hall, 2003.

6.3 Course Website

A course website will be maintained within the WebCT Vista environment. You are required to have a UniPass and UniPin, and be enrolled in the course in order to access this website. The website will contain announcements, copies of the weekly questions, and any other material deemed suitable by the Lecturer-in-charge from time to time. We cannot place any material on the website that involves the use of student IDs or that raises issues with respect to privacy.

If you have any difficulties with WebCT Vista access, please visit
http://support.vista.elearning.unsw.edu.au/content/student_default.cfm?ss=3

If the information provided at the above site is not enough to solve your problem, please contact Nicole Ang (phone: 9385 5832, Email: n.ang@unsw.edu.au).

6.4 Other Resources, Support and Information

The University and the Faculty provide a wide range of support services for students, including:

- Learning and study support;
- Counselling support;
- Library training and support services;
- Disability support services.

In addition, it is important that all students are familiar with policies and procedures in relation to such issues as:

- Examination procedures and advice concerning illness or misadventure;
- Special Consideration including Supplementary Examinations;
- Occupational Health and Safety policies and expectations.

For information and links relating to the above services and policies, please see the School of Accounting website.

7. CONTINUAL COURSE IMPROVEMENT

Each year this course is continually improved based on the feedback provided by students and other stakeholders. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process (http://www.ltu.unsw.edu.au/ref4-5-1_catei_process.cfm) is one of the ways in which student evaluative feedback is gathered. Significant changes to courses and programs within the School are communicated to subsequent cohorts of students.

8. COURSE SCHEDULE

Lecture Week	Date	Lecture Topics	Lecturer
1	**March 2nd**	Introduction to Management Accounting for Value Creation	Nicole Ang
2	**March 9th**	Understanding Processes and Value Creation	Nicole Ang
3	**March 16th**	Activity-Based Costing I	Linda Chang
4	**March 23rd**	Activity Based Costing II	Linda Chang
5	**March 30th**	Standard Costs and Variance Analysis	Linda Chang
6	**April 6th**	Transfer Pricing and Chargeback Systems	Mandy Cheng
7	**April 13th**	Managing Quality	Mandy Cheng
Mid-Session Break (14 – 23 April)			
8	**April 27th**	25% Mid-session Exam (there are no lectures and tutorials this week)	
9	**May 4th**	Managing Time: The Theory of Constraints	Mandy Cheng
10	**May 11th**	Tactical Decisions and Costing	Kar Ming Chong
11	**May 18th**	Pricing and Product Mix Decisions	Kar Ming Chong
12	**May 25th**	Capital Expenditure Decisions	Kar Ming Chong
13	**June 1st**	Performance Evaluation and Management Control and Review lecture	Nicole Ang
14	**June 8th**	**No Lecture**	