Advanced Management Accounting

Over the last fifteen years management accounting issues of organisational cost management and management control systems, have been recognised as increasingly important. This course seeks to: (a) develop the student’s ability to apply management accounting techniques to cost management practices; (b) examine the forms and behavioural consequences of the implementation of management accounting systems in organisations; (c) develop an appreciation of the benefits and limitations of management accounting systems in organisational contexts; (d) enhance the student’s ability to assimilate and communicate management accounting ideas and information; and (e) promote a critical interpretation of the use of management information and control systems.

The content, structure and assessment of the course have been designed to enhance student skills, advance knowledge and provide a vocationally relevant program for those intending to pursue careers in accounting, management and finance. The course retains the functional areas of control and performance measurement (adopted as the basis for BUS2011) as a structural foundation but seeks to introduce students to more advanced accounting issues. Therefore technical issues of cost management and management accounting control systems are explored within a broader social and organisational context.

| Course URL | https://programsandcourses.anu.edu.au/course/BUSN3003 |
|———|———|
| Mode of Delivery | On campus |
| Prerequisites | To enrol in this course you must have completed BUS2011 |
| Co-taught Courses | Graduate students attend joint classes with undergraduates but are assessed separately |
| Course Convenor | Dr Rebecca Tan |
| Phone | +61 2 6125 3669 |
Email  | rebecca.tan@anu.edu.au
Office | Pap Moran Building, Room 2052
Office hours for student consultation | To be advised on Wattle course site

Student Administration
Room 2037 Hanna Neumann Building 21
enquiries.rsa@anu.edu.au
6125 0025 or 6125 7968
Office Hours: Monday-Friday 9-5 pm

SEMESTER 2
2018
COURSE OVERVIEW

Learning Outcomes

Upon successful completion of this course, students will be able to:
1. evaluate the effectiveness of alternative management accounting techniques and to apply them to organisational cost management practices;
2. appraise current management accounting techniques and practices in their organisational context;
3. appreciate the organisational, social and environmental context of management accounting;
4. appraise management accounting control systems design and implementation in organisations;
5. learn within teams – to co-operate with team members, to assume leadership and to manage differences and conflicts.

Assessment Summary

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
<th>Date for Return of Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Quizzes</td>
<td>10%</td>
<td>Weeks 3 &amp; 8</td>
<td>Following week</td>
</tr>
<tr>
<td>2. Team assignment</td>
<td>20%</td>
<td>Week 9 (10am Friday, 5 October)</td>
<td>Week 12</td>
</tr>
<tr>
<td>3. Mid-semester exam</td>
<td>20%</td>
<td>Week 6 (before teaching break)</td>
<td>Week 8</td>
</tr>
<tr>
<td>4. Final examination</td>
<td>50%</td>
<td>Examination period</td>
<td></td>
</tr>
</tbody>
</table>

This table illustrates how each assessment item provides evidence about your achievements against each learning outcome.

<table>
<thead>
<tr>
<th>Course Learning Outcomes</th>
<th>Quizzes</th>
<th>Team assignment</th>
<th>Mid- semester exam</th>
<th>Final exam</th>
</tr>
</thead>
<tbody>
<tr>
<td>evaluate the effectiveness of alternative management accounting techniques and to apply them to organisational cost management practices</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>appraise current management accounting techniques and practices in their organisational context</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>appreciate the organisational, social and environmental context of management accounting</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>appraise management accounting control systems design and implementation in organisations</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>learn within teams – to co-operate with team members, to assume leadership and to manage differences and conflicts</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Research-Led Teaching

This course draws upon business practices, case studies and the research experience of the convenor. The team assignment is set in a practical business context and requires students to conduct research and refer to past empirical accounting research in responding to the requirements.

Feedback

Staff Feedback

Students will be given feedback in various ways in this course, including verbal or written feedback on the return of assessment tasks, during class discussion, or during consultation with staff.

Student Feedback

ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to:

http://unistats.anu.edu.au/surveys/selt/students/ and
http://unistats.anu.edu.au/surveys/selt/results/learning/

Policies

ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: http://policies.anu.edu.au/

Students are expected to have read the Academic Misconduct Rule before the commencement of their course.

Other key policies include:

- Student Assessment (Coursework) Policy
- Student Assessment (Coursework) Procedure
- Student Surveys and Evaluations
- Copyright (http://copyright.anu.edu.au/)

Examination material or equipment

Details regarding materials and equipment that is permitted in an examination room can be found on the ANU website:
http://www.anu.edu.au/students/program-administration/assessments-exams/examination-conduct
Information regarding permitted examination materials for the course will be available on the examination timetable website when the examination timetable is released: http://timetable.anu.edu.au/

READING LISTS

Prescribed Text

Other references


COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Summary of Activities</th>
<th>Required Preparation*</th>
<th>Assessment Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Management Accounting and Control</td>
<td>Readings: Ch. 1, 2 &amp; 3</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Cost Management Systems: Managing Cost</td>
<td>Reading(s) on Wattle</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Cost Management Systems: Managing Quality</td>
<td>Reading(s) on Wattle</td>
<td>Quiz 1</td>
</tr>
<tr>
<td>4</td>
<td>Cost Management Systems: Managing Inventory</td>
<td>Reading(s) on Wattle</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Cost Management Systems: Throughput Accounting and the Theory of Constraints</td>
<td>Reading(s) on Wattle</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Cost Management Systems: Managing Projects</td>
<td>Reading(s) on Wattle</td>
<td>Mid-semester exam</td>
</tr>
</tbody>
</table>

**MID-SEMESTER TEACHING BREAK**

| 7    | Management Control Systems: Designing Management Control Systems | Readings: Ch. 4, 5 & 6 |                      |
| 8    | Management Control Systems: Responsibility Centres and Transfer Pricing | Readings: Ch. 7 | Quiz 2               |
| 9    | Focus on Assignment                                          |                       | Group assignment     |
| 10   | Management Control Systems: Planning and Budgeting Systems   | Readings: Ch. 8       |                      |
| 11   | Management Control Systems: Incentive Compensation Systems  | Readings: Ch. 9       |                      |
| 12   | Management Control Systems: Performance Measurement Systems  | Readings: Ch. 10, 11, 12 & 15 |                       |

Examination period Final examination

* Chapters assigned for readings are from the prescribed textbook (Management Control Systems: Performance Measurement, Evaluation and Incentives, Merchant et al., 2017).
ASSESSMENT REQUIREMENTS

The ANU is using Turnitin to enhance student citation and referencing techniques, and to assess assignment submissions as a component of the University's approach to managing Academic Integrity. For additional information regarding Turnitin please visit the ANU Online website.

Students may choose not to submit assessment items through Turnitin. In this instance you will be required to submit, alongside the assessment item itself, copies of all references included in the assessment item.

As a further academic integrity control, students may be selected for a 15 minute individual oral examination of their written assessment submissions.

Any student identified, either during the current semester or in retrospect, as having used ghost writing services will be investigated under the University's Academic Misconduct Rule.

Assessment Tasks

Assessment Task 1: Quizzes

These marks are assigned for correct completion of quizzes. There will be two quizzes with questions linked to the lectures (and readings) of the preceding week(s). Any adjustment for absence resulting in missing any quiz must be approved by the course convenor.

Assessment Task 2: Team Assignment

The assignment requirements will be distributed through wattle with submission through Turnitin due 10:00 am Friday, 5 Oct.

Assessment Task 3: Mid-semester Examination

The mid-semester exam covers topics covered in lectures from weeks 1-5 inclusive. It will be a closed book examination of 1.5 hours duration and will be held in Week 6.

Mid-semester exams are administered by the university exam section and may be held after business hours. Students are expected to be available for examination at the time scheduled. You will be advised of the examination time and place on Wattle, in lectures and on the notice board outside the RSA Office.

Assessment Task 4: Final Examination

The final exam covers all topics. It will be a closed book examination of 3 hours duration.

The final examination will be held during the university examination period. Notification of the exact date and location of the examination will be announced on the ANU assessments & exams website (www.anu.edu.au/students/program-administration/assessments-exams).

Assignment submission

The team assignment will be required to be submitted via the Turnitin link from the course Wattle page by the due date.
Online Submission: Assignments are submitted using Turnitin in the course Wattle site. You will be required to electronically sign a declaration as part of the submission of your assignment. Please keep a copy of the assignment for your records.

Extensions and penalties

Extensions and late submission of assessment pieces are covered by the Student Assessment (Coursework) Policy and Procedure.

The Course Convenor may grant extensions for assessment pieces that are not examinations or take-home examinations. If you need an extension, you must request in writing on or before the due date. If you have documented and appropriate medical evidence that demonstrates you were not able to request an extension on or before the due date, you may be able to request it after the due date.

Late submission of assessment tasks without an extension are penalised at the rate of 5% of the possible marks available per working day or part thereof. Late submission of assessment tasks is not accepted after 10 working days after the due date, or on or after the date specified in the course outline for the return of the assessment item.

Returning assignments

Students should check Wattle for instructions regarding the return of marked assignments.

REFERENCING REQUIREMENTS

It is the responsibility of each individual student to ensure that:

1. you are familiar with ANU policy for academic integrity
2. work submitted for assessment is original
3. appropriate acknowledgement and citation is given to the work of others
4. you declare your understanding of, and compliance with, the principle of academic integrity by completing the appropriate cover sheet when submitting assessment items

For information on academic honesty and integrity please refer to http://academicethics.anu.edu.au/

EXAMINATIONS

Mid Semester Examination

In Week 6, topics covered from Weeks 1 to 5 up to, and including, “Cost Management Systems: Throughput Accounting and the Theory of Constraints” will be examined. You will be advised of the examination time on Wattle, in lectures and on the notice board outside the RSA Office. This examination is closed book but the following are permitted:

- Translation dictionaries with signed permission forms. Permission forms for translation dictionaries are available from Wattle or the RSA School Office foyer. Electronic dictionaries are not allowed.
- Non-programmable calculator.
Final Examination

The final examination will involve a 3 hour paper, plus a 15 minute reading time. The examination will be based on the topics scheduled in weeks 1 to 12 inclusive. The examination will be a closed book. Permitted materials for the final examination:

• Translation dictionaries with signed permission forms. Permission forms for translation dictionaries are available from Wattle or the RSA School Office foyer. Electronic dictionaries are not allowed.
• Non-programmable calculator.

Scaling

Your final mark for the course will be based on the raw marks allocated for each of your assessment items. However, your final mark may not be the same number as produced by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e. if your raw mark exceeds that of another student, then your scaled mark will exceed the scaled mark of that student), and may be either up or down.

Privacy Notice

The ANU has made a number of third party, online, databases available for students to use. Use of each online database is conditional on student end users first agreeing to the database licensor’s terms of service and/or privacy policy. Students should read these carefully.

In some cases student end users will be required to register an account with the database licensor and submit personal information, including their: first name; last name; ANU email address; and other information.

In cases where student end users are asked to submit ‘content’ to a database, such as an assignment or short answers, the database licensor may only use the student’s ‘content’ in accordance with the terms of service – including any (copyright) licence the student grants to the database licensor.

Any personal information or content a student submits may be stored by the licensor, potentially offshore, and will be used to process the database service in accordance with the licensors terms of service and/or privacy policy.

If any student chooses not to agree to the database licensor’s terms of service or privacy policy, the student will not be able to access and use the database. In these circumstances students should contact their lecturer to enquire about alternative arrangements that are available.

SUPPORT FOR STUDENTS

The University offers a number of support services for students. Information on these is available online from http://students.anu.edu.au/studentlife/