Tasmanian School of Business & Economics (TSBE) (School)
College of Business and Economics (College)

BFA738
CPA Strategic Management Accounting
12.50 Credit points

Semester 1, 2019
Unit Outline

Dr Seedwell Sithole
# CONTACT DETAILS

## Unit coordinator

<table>
<thead>
<tr>
<th>Unit coordinator:</th>
<th>Dr Seedwell Sithole</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus:</td>
<td>Sandy Bay</td>
</tr>
<tr>
<td>Email:</td>
<td><a href="mailto:seedwell.sithole@utas.edu.au">seedwell.sithole@utas.edu.au</a></td>
</tr>
<tr>
<td>Room location and number:</td>
<td>Centenary Building, Room 326</td>
</tr>
<tr>
<td>Consultation hours:</td>
<td>TBA</td>
</tr>
</tbody>
</table>
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WHAT IS THE UNIT ABOUT?

Unit description

This unit examines the management accountant’s role in dynamic organisations operating in the global business environment with a focus on achieving strategic outcomes. You will learn the tools and techniques including value chain analysis and project management, to contribute to strategy development and implementation, with the aim of creating customer and shareholder value and a strong competitive position for the organisation. This unit provides tuition support for your enrolment in the core CPA Professional Level segment: Strategic Management Accounting.

Intended Learning Outcomes

On completion of this unit, you will be able to:

1. apply the strategic management process and organisational and industry value analysis to understand value drivers, cost drivers and the reconfiguring of value chains
2. explain the role of the management accountant as a trusted adviser and a business partner in supporting strategy development and the day-to-day operations of an organisation
3. design an effective budgeting system that incorporates uncertainty to assist in strategy implementation
4. explain the role of performance measurement and control systems in value creation, strategy implementation and monitoring performance to improve strategies
5. apply strategic management accounting tools and techniques to improve the contribution and sustainability of value-creating activities
Graduate Quality Statement

Successful completion of this unit supports your development of course learning outcomes, which describe what a graduate of a course knows, understands and is able to do. Course learning outcomes are available from the Course Coordinator. Course learning outcomes are developed with reference to national discipline standards, Australian Qualifications Framework (AQF), any professional accreditation requirements and the University of Tasmania’s Graduate Statement.

The University of Tasmania experience unlocks the potential of individuals. Our graduates are equipped and inspired to shape and respond to the opportunities and challenges of the future as accomplished communicators, highly regarded professionals and culturally competent citizens in local, national, and global society. University of Tasmania graduates acquire subject and multidisciplinary knowledge and skills, and develop critical and creative literacies and numeracies and skills of inquiry. They demonstrate the ability to apply this knowledge in changing circumstances. Our graduates recognise and critically evaluate issues of social responsibility, ethical conduct and sustainability, are entrepreneurial and creative, and are mindful of their own wellbeing and that of the community. Through respect for diversity and by working in collaborative ways, our graduates reflect the values of the University of Tasmania.

Alterations to the unit as a result of student feedback

This semester is the first delivery of this unit to MPA(S) students.

Prior knowledge &/or skills

Students must be an Associate Member of CPA Australia and be concurrently enrolled in the segment with CPA Australia.
HOW WILL I BE ASSESSED? *

Assessment schedule*

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Task : CPA final exam</td>
<td>Exam period</td>
<td>100%</td>
<td>1,2,3,4 &amp; 5</td>
</tr>
</tbody>
</table>

Assessment details*

Final Exam

**Description / conditions**

Students will attend CPA exam as the final exam for this unit. The CPA exam period is scheduled from Wednesday 10 April to Tuesday 30 April 2019. (Students will need to book a specific time, date and location of the exam with CPA Australia).

The exam is **open book examination** consisting of multiple choice questions and extended response questions. CPA exam is for 3 hours 15 minutes and will be available in various centres across Australia and internationally. Students can bring CPA textbooks to the exam.

Students are advised that the CPA examination is conducted by CPA Australia and in accordance with their rules and regulations. It is the responsibility of students to be aware of the rules and requirements of CPA Australia, as well as the venue and time for the examination.

As a student enrolled in CPA program, YOU are responsible for ensuring that you are in possession of the latest CPA Australia information.

**Criterion**

**Measures Intended Learning Outcome:**

**Criterion 1**

Apply and critique the skills of the professional accountant in creating, managing and enhancing sustainable value to the organisation through the use of various strategic management tools and techniques.

1,2 & 3

**Criterion 2**

Solve authentic problems by using techniques for developing, implementing, and... 4 & 5
measuring and monitoring the performance of an organisation to provide feedback for improving strategies.

<table>
<thead>
<tr>
<th>Duration</th>
<th>3 hours 15 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>The final exam is conducted by CPA Australia in the formal examination period Wednesday 10 April to Tuesday 30 April 2019.</td>
</tr>
</tbody>
</table>

## How your final result is determined

To pass this unit, you need to demonstrate your attainment of each of the Intended Learning Outcomes.

Your grade will be determined in the following way:

The ‘weighting’ column in the following table provides an indication of the emphasis placed on each module in the exam.

<table>
<thead>
<tr>
<th>Module</th>
<th>Weighting (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Introduction to strategic management accounting</td>
<td>10</td>
</tr>
<tr>
<td>2. Information for decision-making</td>
<td>15</td>
</tr>
<tr>
<td>3. Planning, budgeting and forecasting</td>
<td>22</td>
</tr>
<tr>
<td>4. Project management</td>
<td>23</td>
</tr>
<tr>
<td>5. Performance management</td>
<td>18</td>
</tr>
<tr>
<td>6. Tools for creating and managing value</td>
<td>17</td>
</tr>
<tr>
<td>7. Case study</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>
You need to achieve an overall pass grade or above to successfully complete this unit. It is expected that you will seek help (from the unit coordinator in the first instance), well before the due date, if you are unclear about the requirements for final examination.

**Academic referencing**

Before starting your assignments, you are advised to familiarise yourself with the following electronic resources.

The first is the Harvard Referencing System Style Guide, which can be accessed from the UTAS library: http://utas.libguides.com/content.php?pid=27520&sid=199808. The Harvard style is the appropriate referencing style for this unit and the guide provides information on presentation of assignments, including referencing styles. In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others and maintain academic integrity.

Failure to appropriately acknowledge the ideas of others constitutes academic dishonesty (plagiarism), a matter considered by the University of Tasmania as a serious offence.

The second is the Tasmanian School of Business and Economics’ Writing Assignments: A Guide, which can be accessed at: http://www.utas.edu.au/business-and-economics/student-resources. This guide provides you with useful information about the structure and style of assignments in the TSBE.

In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others, and how to maintain academic integrity.

The [University library provides information on presentation of assignments, including referencing styles](#) and should be referred to when completing tasks in this unit.

Please read the following statement on plagiarism. Should you require clarification please see your unit coordinator or lecturer.
Plagiarism

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own; for example, using an author's words without putting them in quotation marks and citing the source, using an author's ideas without proper acknowledgment and citation, copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines. You may also find the Academic Honesty site on MyLO of assistance.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University.

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author's permission is required before a work within the database can be viewed.

For further information on this statement and general referencing guidelines, see the Plagiarism and Academic Integrity page on the University web site or the Academic Honesty site on MyLO.

Academic misconduct

Academic misconduct includes cheating, plagiarism, allowing another student to copy work for an assignment or an examination, and any other conduct by which a student:

a. seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person are not entitled; or

b. improperly disadvantages any other student.

Students engaging in any form of academic misconduct may be dealt with under the Ordinance of Student Discipline, and this can include imposition of penalties that range from a deduction/cancellation of marks to exclusion from a unit or the University. Details of penalties that can be imposed are available in Ordinance 9: Student Discipline – Part 3 Academic Misconduct.
WHAT LEARNING OPPORTUNITIES ARE THERE?

MyLO

MyLO is the online learning environment at the University of Tasmania. This is the system that will host the online learning materials and activities for this unit.

Getting help with MyLO

It is important that you are able to access and use MyLO as part of your study in this unit. To find out more about the features and functions of MyLO, and to practice using them, visit the Getting Started in MyLO unit. For access to information about MyLO and a range of step-by-step guides in pdf, word and video format, visit the MyLO Student Support page on the University website. If something is not working as it should, contact the Service Desk (Service.Desk@utas.edu.au, phone 6226 1818), or Request IT Help Online.

Resources

Required readings

You will need the following text:

*CPA Study Guide: Strategic Management Accounting*

Online learning materials provided by CPA

Recommended readings

N/A

Reading Lists

Reading Lists provide direct access to all material on unit reading lists in one place. This includes eReadings and items in Reserve. You can access the Reading List for this unit from the link in MyLO, or by going to the Reading Lists page on the University Library website.

Other Required Resources

N/A
Activities

Learning expectations

The University is committed to high standards of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers.

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

Details of teaching arrangements

Students will be required to attend a weekly 4-hour workshop which will be taught in a blended mode. These workshops are tailored to meet each group of students’ learning needs. Hence it is critical that prior to the workshop each week, you download/listen/read from the unit's MyLO website the topic material and answer questions. Your answers determine what is taught in the workshop. If everyone in your group is comfortable with the content, then that will not be revised or elaborated on in the workshop. Only the content that you do not fully understand will be explored. The topic materials only introduce you to the topic and guide you in your further reading and study. You need to read the textbook and other resources before the workshop. You will be an active participant of every workshop and not a passive attendee, so come prepared to work. Remember to bring your calculator, pens and paper! A unit schedule is provided at the end of this unit outline indicating the topics to be introduced each week and the text reference.

Teaching and learning strategies

The University is committed to a high standard of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers. The University’s Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

These are some of the expectations we have of you as a student enrolled in this unit:

Independent studying and learning is an important part of university education. It is also part of a reflective approach to learning where you reflect on
what you are learning and your learning strategy. It is important for you to undertake independent study especially prior to attending classes.

I expect that you will be able to successfully complete this unit if you:

- keep up-to-date with the reading; complete the independent study tasks and readings before each workshop;
- attend all workshops;
- ask questions;
- practice newly acquired skills;
- consolidate your reading by making appropriate short notes and summaries;
- allow plenty of time to complete your assignment;
- prepare for and actively participate in the workshop sessions;
- take responsibility for your own learning and, if necessary, use the support services that are offered.

If you fall behind in your work it is likely that you will have an unmanageable amount of work to do in preparing for the examination. It is suggested that you spend at least seven hours a week in independent study time for this unit, although you may require more time than this if English is not your first language.

**Work Health and Safety (WHS)**

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University’s [Work Health and Safety website](#) and policy.

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**Communication**

TO KEEP UP WITH ANNOUNCEMENTS REGARDING THIS UNIT

Check the MyLO Announcement tool at least once every two days. The unit Announcement will appear when you first enter our unit’s MyLO site. Alternatively, click on the Announcement button (towards the top of the MyLO screen) at any time.

WHEN YOU HAVE A QUESTION

Other students may have the same question that you have. Please go to the Ask the Class Discussion forum on the unit’s MyLO site. Check the posts that are already there – someone may have answered your question already.

Otherwise, add your question as a new topic. Students are encouraged to support each other using this forum – if you can answer someone’s question, please do. We will attempt to respond to questions within 48 business hours. If your question is related
to a personal issue or your performance in the unit, please contact the appropriate teaching staff member by email instead.

WHEN YOU HAVE AN ISSUE THAT WILL IMPACT ON YOUR STUDIES OR THE SUBMISSION OF AN ASSESSMENT TASK

If you have a personal question related to your studies or your grades, please contact teaching staff by email.

For general questions about the unit, please add them to the Ask the Class Discussion forum on the unit’s MyLO site. This way, other students can also benefit from the answers.

A NOTE ABOUT EMAIL CORRESPONDENCE

You are expected to check your UTAS email (WebMail) on a regular basis – at least three times per week. To access your WebMail account, login using your UTAS username and password at https://webmail.utas.edu.au/.

You are strongly advised not to forward your UTAS emails to an external email service (such as gmail or Hotmail). In the past, there have been significant issues where this has occurred, resulting in UTAS being blacklisted by these email providers for a period of up to one month. To keep informed, please use your UTAS email as often as possible.

We receive a lot of emails. Be realistic about how long it might take for us to respond.

### Concerns and complaints

The University is committed to providing an environment in which any concerns and complaints will be treated seriously, impartially and resolved as quickly as possible. We are also committed to ensuring that a student may lodge a complaint without fear of disadvantage. If you have a concern, information about who to contact for assistance is available on the ‘How to resolve a student complaint’ page.

### Further information and assistance

If you are experiencing difficulties with your studies or assignments, have personal or life-planning issues, disability or illness which may affect your course of study, you are advised to raise these with the unit coordinator in the first instance.

There is a range of University-wide support services available to you including Student Learning Support, Student Advisers, Disability Services, and more which can be found on the Student Support and Development page of the University website.

Should you require assistance in accessing the Library, visit their website for more information.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date Beginning</th>
<th>Topic/ Module/ Focus Area</th>
<th>Activities</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>25 February</td>
<td>Module 1</td>
<td>Introduction to strategic management accounting</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>4 March</td>
<td>Module 2</td>
<td>Information for decision-making</td>
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<tr>
<td>3</td>
<td>11 March</td>
<td>Module 3</td>
<td>Planning, budgeting and forecasting</td>
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<tr>
<td>4</td>
<td>18 March</td>
<td>Module 4</td>
<td>Project management</td>
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<tr>
<td>5</td>
<td>25 March</td>
<td>Module 5</td>
<td>Performance management</td>
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<tr>
<td>6</td>
<td>1 April</td>
<td>Module 6</td>
<td>Tools for creating and managing value</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>8 April</td>
<td>Revision</td>
<td>Revision and strategic management accounting case study</td>
<td></td>
</tr>
</tbody>
</table>

Exam Period 10 April – 30 April (inclusive)
The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click here.