MODULE DESCRIPTOR

TITLE	Strategic Management Accounting
MODULE CODE	44-6785-00C
LEVEL	6
CREDITS	20
JACS CODE	N411 - Cost & management accountancy
FACULTY	SBS
DEPARTMENT	FABS
SUBJECT GROUP	FAMA
MODULE LEADER	*Richard Watkinson*
DATE OF APPROVAL	

This module will be delivered in Sheffield

MODULE AIM

- To provide students with a deeper understanding of traditional and modern management control theories and practices.
- To develop students' critical ability in analysing business strategies and using management accounting control systems for competitive advantage.
- To develop students' ability to analyse and critically evaluate the application of various strategic management accounting concepts and techniques in helping organisations drive performance and achieve their strategies.
- To further develop students' knowledge and critical analysis of decision making, performance measurement and reward systems within multi divisional / international business.

MODULE LEARNING OUTCOMES

LO Ref	Learning Outcome
1	Critically evaluate, using traditional and modern management control theories, the accounting and control systems adopted by specific organisations and make appropriate recommendations on future change.
2	Analyse the strategies and the associated business environment of specific organisations and evaluate the suitability and/or sustainability of the strategies upon the changing environment.
3	Analyse the key influences on cost and price and be able to apply activity-based costing, life cycle costing, kaizen costing and target costing to help organisations manage product, process, customer and other key stakeholders on the supply chain.
4	Critically evaluate different types of structures and controls (financial and non-financial) adopted by specific organisations in order to motivate and measure performance and achieve strategic objectives.

5	Apply various methods to identify optimum transfer prices for transactions between internal units and make recommendations of change on existing systems, structure and/or culture if any of these become the hindrance of achieving the objectives of implementing the transfer pricing systems.
6	Critically evaluate the practical application of contemporary management accounting approaches to help organisations gain competitiveness; such as the balanced scorecard, total quality management, cost of quality reports, just-in-time and lean manufacturing and operation systems.

INDICATIVE CONTENT

- Strategic management theories and evaluation of strategic options.
- Environment appraisal: various techniques and application.
- Corporate position audit - value and supply chain analysis and strategic change analysis and management.
- Traditional and modern management control theories and practice, including the beyond budgeting principles.
- Evaluation of the relationship between environment, strategy and the design of management accounting and control systems.
- Organisational structures and transfer pricing systems including various approaches for setting transfer prices, such as cost based, market based, negotiated, dual and two-part tariff prices. Analysis of the impact of performance measurement and reward systems and human behaviour on the effectiveness and efficiency of transfer pricing systems is also included.
- Analysis of the behavioural implication of applying different performance measurement methods, financial (profitability, return on investment and residual income) and non-financial, to motivate and evaluate performance of responsibility centre managers.
- The concepts, techniques and application of various advanced strategic management accounting approaches to help organisations improve competitiveness; such as activity-based costing and management, direct product and customer profitability analysis, balanced scorecard, kaizen costing, life-cycle costing, target costing, just-in-time, lean manufacturing and operation, total quality management, cost of quality reports and value chain analysis.

LEARNING, TEACHING AND ASSESSMENT STRATEGY AND METHODS

A range of teaching and learning methods are used in order to offer the students a variety of learning opportunities.

Lectures

Lectures will be used to introduce and explain theories, techniques and terms relevant to each topic. Practice examples, such as real life organisations, current national and international events, costing principles and accounting regulations, will be used for illustration. Visual aids, such as PowerPoint, virtualiser and videos, will be used in lecture sessions.

Seminars

Seminars will be used to reinforce and further expand the materials covered in the lectures. The learning outcomes concerned with discussion, analysis and critical evaluation will be developed through seminar work which includes using case studies, problem scenarios, academic literature, newspaper articles and videos.

Students are required to prepare answers to a few problem based questions in advance of attending each seminar. These questions and the associated problem scenarios, case studies, newspaper articles or academic articles are clearly set out in the module guide.

Seminars aim to encourage the students to become independent learners while also develop their interpersonal and communication skills and confidence through working in teams and participating in class discussion, presentations and debate.

Internationalisation will be introduced within module through teachings styles, skills development and within the assessment instrument

Virtual Learning Environment (VLE) - Blackboard

The module has a dedicated Blackboard site, which students are expected to access on a regular basis. The Blackboard site is used to communicate information to students outside of contact sessions. In addition, the blackboard site includes:

- An electronic (PDF) version of the module handbook
- Tutorial work schemes
- Links to other relevant sites
- Details regarding assessments
- Staff contact details

ASSESSMENT DESCRIPTION

Students will have opportunities to evaluate their learning through formative and summative assessment. At the beginning of each academic year, time will be allocated for staff and students to work through each others' expectations and understanding of the module's assessment tasks and the criteria that each task is based upon.

A variety of formative activities will be used in seminars to aid learning and reflection, such as class discussion and presentations. Other formative activities; such as analysis and evaluation of case studies, problem scenarios, current international events and academic literature; enable students to develop and reflect on the knowledge and skills that are required to successfully complete the summative assessment.

Summative assessment will involve coursework and examination. The coursework will be used to help students develop the ability to analyse the business environment and strategy of a specific real world organisation and assess the suitability and/or sustainability of its strategy. Students are encouraged to make recommendations to the organisation in terms of the use of management accounting information and strategic management accounting systems. This approach will help students put their knowledge into practice and improve their employability skills.

The year-end examination will be used to assess the students' ability to analyse various business scenarios, evaluate management control systems and apply strategic management accounting concepts and techniques to a range of situations in order to help the organisations gain competitiveness.

ASSESSMENT PATTERN - TASK INFORMATION (STANDARD ASSESSMENT MODEL)

Task No.*	Description of Assessment Task	Task Weighting %	Word Count or Exam Duration**	Sub-tasks Y/N+	IMR ^ Y/N	Final Task Y/N
1	Phase Test	40%	2 Hours	N	N	N
2	Examination	60%	3 Hours	N	N	Y

ANY ADDITIONAL REQUIREMENTS FOR THIS MODULE

None

FEEDBACK TO STUDENTS

Students will receive feedback in the following ways.

Formative feedback

- Through seminar discussions and informal presentations, students will receive formative oral feedback from the module tutor and other students in the seminar group.
- The question-and-answer session at the end of each informal presentation often stimulates further exchange of ideas and learning.

Summative feedback

- Individual written feedback will be provided to students following the submission of the first assessment task.

After the return of coursework and summative feedback, students will have an opportunity to meet with the module tutor during the weekly surgery session for feedback and guidance.

LEARNING RESOURCES FOR THIS MODULE (INCLUDING READING LISTS)

Sample reading list

Johnson, G, Scholes, K, and Whittington, R, *Exploring Corporate Strategy (Text and cases)*

Bhimani, A, Horngren, C, Datar, S and Foster, G, *Management and Cost Accounting*

Both of these texts are available in hard copy at the Learning Centre and as an E-book via the Library Catalogue and can be accessed both on and off campus.

Hoque, Z, *Strategic Management Accounting: Concepts, Processes and Issues*

Recommended texts:

Drury, C, *Management and Cost Accounting*

It is available in hard copy at the Learning Centre. It is also available as an E-book via the Library Catalogue and can be accessed both on and off campus.

Ireland R. D., Hoskisson R. E. and Hitt M. A. *The Management of Strategy Concepts and Cases*

Anthony, R and Govindarajan, V, *Management Control Systems*

Berry, A, Broadbent, J and Otley, D, Management control: theories, issues and performance

Bromwich, M and Bhimani A, Management Accounting: pathways to progress

Emmanuel, C, Otley, D, and Merchant, K, Readings in Accounting for Management Control

Some relevant journals:

- Long Range Planning
- Harvard Business Review
- Accounting and Business Research
- Management Accounting (UK)
- Management Accounting Research (UK)

- Journal of Management Accounting Research (USA)
- Accountancy
- Accounting Organisations and Society
- CIMA Insight (UK)
- Financial Management (CIMA)

MODULE STUDY HOURS

Module Study Hours - Breakdown of Hours by Type		
Scheduled Learning and Teaching Activity type*	**Hours by type**	**KIS category**
Lecture	12	Scheduled L&T
Seminar	24	Scheduled L&T
Tutorial		Scheduled L&T
Project supervision		Scheduled L&T
Demonstration		Scheduled L&T
Practical classes and workshops		Scheduled L&T
Supervised time in studio/workshop		Scheduled L&T
Fieldwork		Scheduled L&T
External visits		Scheduled L&T
Scheduled Learning and Teaching Activities sub-total		
Guided Independent Study	164	Independent
Placement (Not SW year - see KIS definitions)		Placement
Work-based Learning (see KIS definitions)		Placement
Year Abroad (see KIS definitions)		Placement
Total Number of Study Hours (based on 10 hours per credit)	**200**	

<table>
<tr><td>1.</td><td colspan="6">Name of Course
Business Analysis & Strategy</td></tr>
<tr><td>2.</td><td colspan="6">Course Code
BBDM4013</td></tr>
<tr><td>3.</td><td colspan="6">Name(s) of academic staff
Yeo Chu May</td></tr>
<tr><td>4.</td><td colspan="6">Rationale for the inclusion of the course in the programme
This course will enable students to acquire the relevant business knowledge and skills to analyse and make recommendations on strategic and operating issues of business organisations.

Objectives:
1. To provide an understanding of the external forces affecting strategic management and planning (e.g. the behaviour of customers, the initiatives of competitors, the emergence of new laws and regulations) and in shaping the environment of an organisation.
2. To develop an understanding of the impact of internal ambitions and concerns (desire for growth, the design of processes, the competences of employees, the financial resources) that exist within an organisation, on strategic management and planning.
3. To identify opportunities for beneficial change that involves people, finance and information technology. It also examines how these opportunities may be implemented through the appropriate management of programmes and projects.</td></tr>
<tr><td>5.</td><td colspan="6">Semester offered
Semester 10</td></tr>
<tr><td rowspan="3">6.</td><td colspan="5">Total Student Learning Time (SLT)</td><td></td></tr>
<tr><td>Total Student Learning Time (SLT)</td><td colspan="3">Face to Face</td><td>Total Guided and Independent Learning</td><td>Total SLT</td></tr>
<tr><td>L=Lecture
T=Tutorial
P=Practical
O=Others</td><td>L

28</td><td>T

21</td><td>P

0</td><td>O

5</td><td>66</td><td>120</td></tr>
<tr><td>7.</td><td colspan="6">Credit Value
3</td></tr>
<tr><td>8.</td><td colspan="6">Prerequisite (if any)
Nil</td></tr>
<tr><td>9.</td><td colspan="6">Learning outcomes

Upon completion of the course, the students should be able to:
1. Evaluate the strategic management of the organisation and its environment.</td></tr>
</table>

<table>
<tr><td></td><td>(C4, CTPS)
2. Appraise the internal resources and functions for strategy implementation. (C5, P3, LL)
3. Recommend solutions for organisational problems. (C6, A3, KK)</td></tr>
<tr><td>10.</td><td>Transferable Skills
Skills and how they are developed and assessed, Project and practical experience and Internship

<table>
<tr><td>Transferable Skills</td><td>How they are developed</td><td>Assessment</td></tr>
<tr><td>Analytical and critical thinking skills</td><td>Developed through lectures, tutorials, coursework and case studies</td><td>Assessed through coursework and examination</td></tr>
<tr><td>Problem-solving skills</td><td>Developed through lectures, tutorials, coursework and case studies</td><td>Assessed through coursework and examination</td></tr>
<tr><td>Manage information and pursue lifelong learning</td><td>Developed through coursework</td><td>Assessed through coursework</td></tr>
<tr><td>Management skills and entrepreneurship</td><td>Developed through lectures, tutorials, coursework and case studies</td><td>Assessed through tutorials, coursework and examination</td></tr>
</table></td></tr>
<tr><td>11.</td><td>Teaching-learning and assessment strategy

<u>Teaching-learning strategy</u>
Lectures, tutorials, group discussions, individual/group presentation, case study, etc.

<u>Assessment strategy</u>
Coursework and examination</td></tr>
<tr><td>12.</td><td>Synopsis

This course will equip students with the relevant knowledge and skills in assessing strategic position, determining strategic choice, and implementing strategic action in a given scenario.</td></tr>
<tr><td>13.</td><td>Mode of Delivery
Lecture and tutorial</td></tr>
<tr><td>14.</td><td>Assessment Methods and Types

Coursework (40%)
Progress test</td></tr>
</table>

	Assignment **Examination (60%)**						
15.	**Mapping of the course to the Programme Aims** PA2, PA4						
16.	**Mapping of the course to the Programme Learning Outcomes** LO6, LO7, LO8						
17.	**Content outline of the course and the SLT per topic**						
	Week	Topic	Student Learning Time (SLT)				
			L	T	P	O	Total Guided and Independent Learning
	1	**Strategic Position** • The need for, and purpose of, strategic and business analysis • Environmental issues affecting the strategic position of an organisation	2	1.5			3
	2	• Competitive forces affecting an organisation • Marketing and the value of goods and services	2	1.5			3
	3	• The internal resources, capabilities and competences of an organisation • The expectations of stakeholders and the influence of ethics and culture	2	1.5			3
	4	**Strategic Choices** • The influence of corporate strategy on an organisation • Alternative approaches to achieving competitive advantage	2	1.5			3
	5	• Alternative directions and methods of development	2	1.5			3
	6	**Strategic Action** • Organising and enabling	2	1.5			3

		success					
	7	• Managing strategic change • Understanding strategy development	2	1.5			3
	8	***Information Technology*** • Principles of e-business • E-business application: upstream supply chain management	2	1.5			3
	9	• E-business application: downstream supply chain management • E-business application: customer relationship management	2	1.5			3
	10	**Project Management** • The nature of projects • Building a business case • Managing and leading projects	2	1.5			3
	11	• Planning, monitoring and controlling • Concluding a project	2	1.5			3
	12	**Financial Analysis** • The link between strategy and finance • Finance decisions to formulate and support business strategy	2	1.5			3
	13	• The role of cost and management accounting in strategic planning and implementation • Financial implications of making strategic choices and of implementing strategic actions	2	1.5			3
	14	**People** • Strategy and people: leadership • Strategy and people: job	2	1.5			3

		design • Strategy and people: staff development					
	Assessment: Coursework Examination **Total**					2 3 **5**	14 10 **24**
	Total		**28**	**21**	**0**	**5**	**66**
	Total SLT		**120**				
	Subject Credit		**3**				

18. **Main references supporting the course**

1. Johnson, G, Whittington, R & Scholes, K, 2011, *Exploring strategy,* 9th edn, Prentice Hall.

2. *ACCA Paper P3 Business analysis,* 2012, Study Text, BPP Learning Media Ltd.

Additional references supporting the course

1. Chaffey, D 2011, *E-business and e-commerce management,* 5th edn, Prentice Hall.

2. Bratton, J & Gold, J 2012, *Human resources management,* 5th edn, Palgrave Macmillan.

3. Atrill, P & Mclaney, E 2012, *Management accounting for decision makers*, 7th edn, Prentice Hall.

4. Schwalbe K 2010, *Introduction to project management*, 3rd edn, Course Technology.

5. Dibb S, Simkin L, Pride, WM & Ferell, OC 2005, *Marketing concepts and strategies,* Houghton Mifflien.

19. **Other additional information**
Nil

1.	**Name of Course** Advanced Performance Management
2.	**Course Code** BBMC3015
3.	**Name(s) of academic staff** Wong Oi Ching
4.	**Rationale for the inclusion of the course in the programme** The accountant who is involved in strategic management decision is expected to have the ability to demonstrate good analytical and critical thinking skills in evaluating, solving problems and

making recommendations on strategic and operating issues of business organizations.

Objectives:

1. To provide the requisite knowledge and skills in selecting and applying strategic management accounting techniques in different business contexts for the purpose of evaluating the performance of the organisation and its strategic development.
2. To equip the students and expose them to various decision making scenarios taking into consideration of qualitative and quantitative factors.

5. **Semester offered**

6. **Total Student Learning Time (SLT)**

Total Student Learning Time (SLT)	Face to Face				Total Guided and Independent Learning	Total SLT
L=Lecture T=Tutorial P=Practical O=Others	L 70	T 42	P 0	O 5	83	200

7. **Credit Value**
5

8. **Prerequisite (if any)**
Nil

9. **Learning outcomes**

Upon completion of the course, students should be able to:

1. Recommend suitable strategic planning and control models to plan and monitor organisational performance.(C5, P4, A3)
2. Identify and assess the impact of macro economic, fiscal and market factors and other key external influences on organisational performance. (C5, TS, LL)
3. Evaluate the design features of effective performance management information and monitoring systems.(C6, A4)
4. Advise clients and senior management on strategic business performance evaluation and on recognising vulnerability to corporate failure. (C6, EM, CS)

10. **Transferable Skills**
Skills and how they are developed and assessed, project and practical experience and internship

Transfer Skills	How they are developed	How are they assessed
Teamwork and cooperation	Developed through tutorials and coursework.	Assessed through tutorials and coursework.
Analytical and critical thinking skills	Developed through lectures, tutorials and coursework.	Assessed through tutorials and coursework.
Problem solving skills	Developed through tutorials and coursework.	Assessed through tutorials and coursework.
Effective written and oral communication	Developed through tutorials and coursework.	Assessed through tutorials and coursework.
Manage information and pursue lifelong learning	Developed through lectures and tutorials	Assessed through tutorials, coursework and examination
Professional ethics and responsibility	Developed through lectures, tutorials and coursework.	Assessed through tutorials and coursework

11. **Teaching-learning and assessment strategy**

	Teaching-learning strategy Lecture, tutorial including individual group presentation and case studies, e-learning, independent research and independent learning. Assessment stratgey Coursework Examination
12.	**Synopsis** This course covers strategic planning and control, design, measurement and evaluation of strategic performance measurement systems and the current development and emerging issues in management accounting and performance management.
13.	**Mode of Delivery** Lecture and Tutorial
14.	**Assessment Methods and Types** **Coursework (40%)** Test **Examination (60%)**
15.	**Mapping of the course to the Programme Aims** PA3, PA4
16.	**Mapping of the course to the Programme Learning Outcomes** LO6, LO7, LO8

17.	**Content outline of the course and the SLT per topic**						
	Week	Topic	Student Learning Time (SLT)				
			L	T	P	O	Total Guided and Independent Learning
	1	**APM Syllabus review** **Review of pre-requisite knowledge for APM** **Decision making techniques and methods** • Various Decision making techniques and methods such as make or buy, limiting factor analysis, shut down decision etc	5	3			4
	2	**Introduction to strategic management accounting** • Explanation of the role of strategic performance mgmt in strategic planning and control • Performance evaluation through the use of SWOT, Benchmarking etc	5	3			4
	3	**Alternative approaches to budgeting for control** • Evaluation of the strengths and weaknesses of various budgeting models e.g. ZBB, Flexible budgeting etc	5	3			4
	4	**Impact of the environment towards the organization** • world economic and market trends • Impact of national fiscal and monetary policy on performance • Other environmental and ethical issues	5	3			4

	5	**Performance hierarchy** • An explanation of performance hierarchy from formulation of mission statements, objectives to the achievement the various objectives **Scope of strategic performance measures in Private Sector** • Introduction of various strategic performance measures in a profit oriented organization and explanations of the objectives etc	5	3			4
	6	**Scope of strategic performance measures in Not-for-Profit Organisation** • An explanation of Non-Profit-Organisation • Various means to evaluate Not-for-Profit Organization e.g. VFM etc	5	3			4
	7	**Strategic performance issues in complex structures** • Problems associated with measuring performance in complex structures such as MNCs etc through the use of models **Departmental performance** • Explanation of Departmental and problems faced by performance evaluation • Various methods of evaluating Departmental performance using ROI, RI and EVA	5	3			4
	8	**Departmental performance** • Discussion of separate measures between managerial and Departmental performance **Transfer pricing issues** • Criteria for the design of an appropriate TP • Various transfer pricing methods	5	3			4

	9	**Behavioural aspects of performance measurement** • Explanation of effective recruitment, motivation etc **Alternative views of performance measurement** • Discussion of accountability issues, evaluation ways of performance evaluation and possible dysfunctional behaviour that may arise	5	3			4
	10	**Alternative views of performance measurement** • Consideration on how various mgmt style will effect the design of an effective performance measurement system • Non-financial performance indicators	5	3			4
	11	**Predicting and preventing corporate failure** • Evaluation of 'balanced scorecard' approach towards measuring performance **Current development in management accounting techniques and performance management** • Exploration of new techniques and assessing the changing role of today's mgmt accountants	5	3			4
	12	**Current development in management accounting techniques and performance management** • Discussion of how changing organisation's structure, culture and strategy influence the adoption of new performance measurement methods and techniques	5	3			4

	13	**Changes in business structure and management accounting** **Effect of information technology on modern management accounting** **Management accounting and information system**	5	3			4
	14	**Internal sources of management information** **External sources of management information** **Recording and processing methods** **Management reports**	5	3			4
	Assessment: Coursework Examination **Total**					2 3 **5**	9 18 **27**
	Total		**70**	**42**	**0**	**5**	**83**
	Total SLT		**200**				
	Subject Credit		**5**				
18.	**Main references supporting the course** 1. Drury, C 2012, *Management and cost accounting,* 8th edn, Cengage Learning. **Additional references supporting the course** 1. Jeremy, Hope & Robin, Fraser, 2003, *Beyond budgeting,* 1st edn, Harvard Business Faculty Press.						
19.	**Other additional information** Nil						

CHECKED

Date	Reason
May 2015	Checked Against SI

REVISIONS

Date	Reason
17/06/15	MM1415_36 Removal of subtasks