

University of Management and Technology

AC-310 Strategic Management Accounting

Resource Person:	Professor Abdul Rafay, FCA Profile: Click here
Email:	abdul.rafay@umt.edu.pk
Contact Hours:	8:30 am – 10:30 am
Office Address:	Department of Banking & Finance, HSM
Programme:	BSAF
Section:	A & B
Semester:	Fall 2022
Course Pre-requisites:	Cost Accounting
Credit Hours:	3
Course Type:	UG
Venue/Day/Time:	Monday & Tuesday / 8:00-11am
Course URL (if any):	LMS-Moodle

Course Description:

Strategic Management Accounting builds on the knowledge gained in “Management Accounting”. This course equips the participants with more specialist capabilities which are covered in strategic management accounting. It includes specialised management accounting topics. There is some knowledge assumed from the course “Management Accounting”. The objective here is to ensure that the participants have a broader background in management accounting techniques. The syllabus then considers decision-making. The participants need to appreciate the problems surrounding scarce resource, pricing and make-or-buy decisions, and how it relates to the assessment of performance. Risk and uncertainty are the factors of real-life decisions and the participants need to understand risk and be able to apply some basic methods to resolve the risks inherent in decision-making.

Course Teaching Methodology:

Class discussions from prescribed readings
Problem Solving
Applications of concepts using case study analysis wherever required

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Programme Educational Objectives (POs):	
PO-1	Critical Thinking and Decision Making
PO-2	Effective Communication Skills
PO-3	Ethics and Sustainability
PO-4	Core Business Knowledge and Competence
PO-5	Effective Teamwork and Leadership Skills
PO-6	Industry Focus
PO-7	Global Perspective (Internationalization)
PO-8	Market Knowledge
PO-9	Professional Track

Programme Learning Outcomes (PLOs):		
After completing this degree programme, students shall be able to:		
		Mapping the PLOs with POs
PLO-1	Graduates must be able to use analytical and reflective thinking techniques to identify and analyze problems, develop viable alternatives, make effective decisions and apply appropriate quantitative and qualitative techniques in solving business problems	PO-1
PLO-2	Graduates must be able to draft effective business documents and prepare and deliver effective oral business presentations using a variety of appropriate technologies.	PO-2
PLO-3	Graduates must be able to identify and analyze ethical conflicts and sustainability issues involving different stakeholders in order to develop viable alternatives and make effective decisions relating to business ethics and sustainability.	PO-3
PLO-4	Graduates must be able to demonstrate competency in the underlying concepts, theory and tools taught in the core undergraduate curriculum.	PO-4
PLO-5	Graduates must be able to work effectively in teams and understand group processes, leadership, conflict, power and culture in organizations.	PO-5
PLO-6	Graduates must be able to understand the dynamics of local industry and understand business as an integrated system and apply strategic planning tools to coordinate among the functional areas.	PO-6
PLO-7	Graduates must be able to identify and analyze relevant global factors that influence decision-making and develop viable alternatives and make effective decisions in an international business setting.	PO-7
PLO-8	Graduates must be able to know, and work in financial markets and roles within current trends and practices at both operational and strategic levels.	PO-8
PLO-9	Graduates must be able to possess and reflect the required learning to be able to earn professional credentials in the area of Accounting and Finance including CA and ACCA.	PO-9

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Course Objectives (COs)	
CO-1	To explain, apply, and evaluate techniques of strategic management accounting and To select and appropriately apply decision-making techniques to evaluate business choices and promote efficient and effective use of scarce business resources, the risks and uncertainty inherent in business and controlling those risks.
CO-2	To apply budgeting techniques and evaluate alternative methods of budgeting, planning and control.
CO-3	To use standard costing systems to measure and control business performance and to identify remedial actions.
CO-4	To assess the performance of a business from both financial and non-financial viewpoint, appreciating the problems of controlling divisionalised businesses and the importance of allowing for external aspects.

Course Learning Outcomes (CLOs): After completing this course, students shall be able to:		
		Mapping the CLOs with PLOs
CLO-1	Fundamental concept of Strategic Management Accounting – Fundamental Concepts	All PLOs
CLO-2	Strategy for Activity based Costing & Management	All PLOs
CLO-3	Strategy for Budgeting	All PLOs
CLO-4	Strategy for Back Flush & Throughput Accounting	All PLOs
CLO-5	Strategy for Cost-Volume Profit Analysis	All PLOs
CLO-6	Strategy for Standard Costing	All PLOs
CLO-7	Strategy for Forecasting, Pricing & Performance Measurement and Control	All PLOs
CLO-8	Strategy for Costing for International Projects, Ethical Practices	All PLOs

Assurance of Learning and Assessment Items: Specify Assessment Items that will assure student learning through application and achieve objectives of specific PLOs / COs / CLOs	
Assessment Item	Application/ Objectives PLO / CO / CLO
Quiz	All PLO/CO/CLO
Assignments	All PLO/CO/CLO
Class Participation	All PLO/CO/CLO
Mid Term	Pre-Mid PLO/CO/CLO
Final Term	All PLO/CO/CLO

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Assessment Structure and Grading Policy*:		
Assessment Item	Weight (%)	Execution Plan
Quiz	20%	Multiple
Assignments	05%	Multiple
Class Participation	10%	Throughout the semester
Mid-term exam	25%	One-time assessment
Final exam	40%	One-time assessment
Total	100%	

Notes – Norms and Important Class Policies:
(such as submission guidelines, academic honesty, make-up policy, code of conduct)

- Be on time.
- Mobile Phones must be turned off.
- Minimum attendance shall as per university policy
- All plagiarism rules are applicable on assignments and projects
- Unfair means during exam are subject to disciplinary action.

*Rubrics for all assessments (including mid and final exams) will be provided separately to the students.

Weekly Sessions Plan:			
Week	Topics / Contents	Activity	Application/Objectives PLO / CO / CLO
1	Strategic Management Accounting – Fundamental Concepts	Any of the following: Class Assignments, Quiz, Class Participation (To be announced in class)	CLO1
2	Strategic Management Accounting – Fundamental Concepts		CLO1
3	Strategic Activity based Costing & Management		CLO2
4	Strategic Activity based Costing & Management		CLO2
5	Budgeting Strategies	Any of the following: Class Assignments, Quiz, Class Participation (To be announced in class)	CLO3
6	Budgeting Strategies		CLO3
7	Budgeting Strategies		CLO3
8	Mid Term Exam		CLO1, 2 & 3
9	Back Flush & Throughput Accounting	Any of the following: Class Assignments, Quiz, Class Participation (To be announced in class)	CLO4
10	Strategy for Cost-Volume Profit Analysis		CLO5
11	Strategy for Cost-Volume Profit Analysis		CLO5
12	Balance Scorecard		CLO5
13	Standard Costing Strategy	Any of the following: Class Assignments, Quiz, Class Participation (To be announced in class)	CLO6
14	Standard Costing Strategy		CLO6
15	Pricing & Performance Measurement and Control		CLO7
16	Costing for International Projects, Ethical Practices		CLO8
17	Final Term Examination		All CLOs

*Sequence of topics & Activities may vary as per class circumstances



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Primary TextBook (s):
<ul style="list-style-type: none">Managerial Accounting; Creating Value in a dynamic Business Environment Ronald W. Hilton (Latest Edition Available)
Reference / Supplementary Reading (s):
Cost Accounting: A Managerial Emphasis Horngren, Datar & Foster (Latest Edition Available) Prentice hall, Inc. USA
Useful Online / Web Resources:
https://kaplanpublishing.co.uk/acca/applied-skills/performance-management

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