

ACCT5121P
ADVANCED CONCEPTS II
WINTER 2025

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Office Hours: By appointment

Class Meeting: Thursdays 6:05pm – 8:55pm
Modality In-person

In order to stay updated with important notifications and announcements from Carleton University, please download the Carleton University App. This will ensure you receive timely information regarding your courses and other university-related updates throughout the term.

Course Calendar Description (from the [2024/2025 University Calendar](#)): An in-depth exploration of selected topics in management accounting, finance and corporate governance.

Course Description: This course builds upon and integrates knowledge previously gained in management accounting, finance, strategy, and governance in an undergraduate program. It covers technical and complex issues in a focused manner, helps develop professional judgement, and focuses on the ability to integrate the various competencies; skills and competencies required of a professional accountant.

Course Learning Objectives

The learning objectives for the course are aligned with the seven (7) management accounting competency areas defined by CPA Canada and select competency areas for strategy, governance, and finance. See Appendix A for a cross-reference to the CPA Competency Map for management accounting, strategy, governance, and finance against the coverage in this course. At the end of this course, students should be able to:

1. Evaluate management information needs and requirements.
2. Evaluate different types of budgets, plans, and forecasts.
3. Analyze implications of variances.
4. Interpret cost classifications and cost accumulation methods and apply relevant information for short-term financial and capital investment decisions.
5. Analyze sources and drivers of revenue growth.
6. Evaluate various scenarios to achieve sustainable profit maximization and capacity management performance.
7. Analyze performance of different business units using accepted frameworks.
8. Analyze different scenarios to determine the implications of management incentive schemes and employee compensation strategies.
9. Analyze the entity's governance structure, including the specific role of audit committees and boards, and mechanisms used for compliance.

Course Prerequisites: There are no prerequisites for this course. By virtue of being admitted to the MAcc program, you have demonstrated coverage of the entry requirements to the program.

Required Materials: Students are **not required** to purchase textbooks or other learning materials for this course. However, the following textbooks are recommended if students wish to purchase additional resources for their own studying.

- Maryanne M. Mowen; Don R. Hansen; David J. McConomy; Bradley D. Witt: *Cornerstones of Managerial Accounting*, 4th Canadian Edition, Cengage Learning, 2021
 - Available on reserve at the library or can be purchased from the publisher at:
<https://www.cengage.ca/c/cornerstones-of-managerial-accounting-44-4th-edition-4e-mowen-hansen-mcconomy/9780176915261/?filterBy=Higher-Education>
- Christine Jonick: *Principles of Managerial Accounting*, University of North Georgia Press, 2017
 - This is an opensource textbook, meaning it is free for everyone to use.
<https://web.ung.edu/media/university-press/Principles%20of%20Managerial%20Accounting.pdf?t=1661449521181>

Final Exam Date: April 12, 2024 – 9:00am – 1:00pm

Drop Course Policy: The deadline for academic withdrawal follows the dates prescribed by Carleton University: <https://calendar.carleton.ca/academicyear/>

Grading Scheme

1. Weekly Homework Cases	15%
2. In-class Participation	10%
3. Case Assignment #1	15%
Case Assignment #2	20%
4. Final exam	40%
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TOTAL	100%

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components. *The minimum grade required to pass this course is B-.*

1. Weekly Homework Cases (15%)

A homework case will be assigned at the end of each class, a response for which will be due to Brightspace by 5:00pm on the day of the next class (i.e. every Thursday starting January 16). We will then begin each class with a case take-up by discussing and developing proposed solutions to the case. You are encouraged to critically reflect on your own case responses in comparison to the discussions held in class and identify areas for improvement. You must come to class to benefit from the case discussions – suggested solutions will not be posted on Brightspace (unless deemed necessary by the instructor). There will be a total of eleven opportunities to submit the weekly homework cases, of which 10 will be counted towards your grade. Therefore, each submission will be worth 1.5% of your final grade, for a total of 15% across 10 submissions. The full 1.5% will be granted based on the instructor's evaluation of whether the student made a genuine attempt at solving the case and satisfied certain criteria for accuracy.

2. In-class Participation (10%)

Students are expected to attend every class and actively engage with the lectures and practice cases/problems. Students are expected to arrive to class on time and be ready to begin at the lecture start time, stay until the class is dismissed, and not be otherwise distracted while the class is in session. As discussed above, there will be assigned cases/problems for each class, which you are expected to prepare before class time. During class time, students are expected to contribute to discussions, ask/answer questions, and help create a collaborative learning environment. Your final grade out of 10% will be determined based on the quality and consistency of your classroom involvement.

3. Case Assignments (35%)

Two assignments will be used to evaluate your ability to identify and analyze management accounting issues in case-based scenarios. Assignment 1 will be weighted at 15% of your final grade, and assignment 2 will be weighted at 20% of your final grade, totaling 35% across two assignments.

- **Case #1** – The assignment file will become available on Brightspace on Feb 7, 2025, and will be due by 11:59pm on February 16, 2025.
- **Case #2** – The assignment file will become available on Brightspace on March 14, 2025 and

will be due by 11:59pm on March 23, 2025.

4. Final Exam (40%)

The final exam will be administered in-person and digitally (i.e. on your own personal laptop), and will be e-proctored.

e-Proctoring: The University's e-proctoring system (CoMaS) will be used to administer the (midterm and) final exam. These exams are in-person, but we will still use this system as you will be writing using your laptops. Details about this system and your requirements will be laid out well before the exams so that you are ready. You can find more information at <https://carleton.ca/ses/e-proctoring/>.

The minimum computing requirements for e-proctoring service are as follows:

- Hardware: Laptop
- OS: Windows 10, Mac OS 10.14, Linux Ubuntu 18.04
- Internet Browser: Google Chrome, Mozilla Firefox, Apple Safari, or Microsoft Edge

Note: Tablets, Chromebooks and Smartphones are not supported at this time. Windows-based tablets are not supported at this time.

Late Assignments

To ensure fairness for all students, penalties will be applied to late assignments. Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (2) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted one day after the due date, 73% if submitted the following day, and so on. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances, on a case-by-case basis at the instructor's discretion.

Preparation and Participation

The purpose of this course is to help students apply previously learned management accounting concepts to scenarios and cases. Students are expected to identify and analyze management accounting issues, interpret relevant calculations, and make appropriate, supported recommendations. The instructor will focus on providing an overview and recap of management accounting concepts that would have been taught in undergraduate courses such as BUSI1005 and BUSI3008 (or their equivalents at other institutions) and dedicating the majority of class time to solving and discussing selected comprehensive problems and short cases, which address the core competencies of the CPA Competency Map at the appropriate levels, as well as enhance broader analytical and professional research skills associated with masters-level study.

The following is a tentative plan for each class:

1. Take-up of weekly homework case – students are expected to attempt a solution on their own

before class and submit to Brightspace prior to class (see above), and be ready to contribute to the classroom discussion

2. New weekly topics/concepts - students are expected to come to class having reviewed relevant materials posted to Brightspace, and be ready to ask/answer questions during the lecture
3. 1-2 comprehensive in-class problems to help solidify the concepts and theory – students are expected to come to class having downloaded the problems from Brightspace and be ready to solve the problems together as a class

Contribution to Program Learning Goals ([MAcc](#))

MAcc Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught <u>and</u> Assessed
MA1 Technical Competencies <i>Graduates will possess the technical abilities expected of professional accountants in all functional areas.</i>				X
MA2 Problem-Solving and Decision-Making <i>Graduates will be skilled in problem-solving and decision-making</i>				X
MA3 Enabling Competencies <i>Graduates will possess the essential skills of a professional accountant including professional and ethical behaviour, communication, self-management, and teamwork and leadership.</i>				X

\COURSE SCHEDULE

Note: For each class, pre-class preparation will include:

- completing and submitting the assigned homework case
- reviewing lecture slides
- familiarizing yourself with the in-class and post-class problems

Week	Date	Topic/Agenda
1	Jan 9	Introduction and Cost Management Concepts
2	Jan 16	Cost Behaviours Cost-volume-profit Analysis Variable vs. Absorption Costing
3	Jan 23	Job-order Costing
4	Jan 30	Process Costing
5	Feb 6	Activity-Based Costing
6	Feb 13	Budgeting
Feb 16 – Case Assignment #1 Due		
Reading Week – Feb 17-21		
7	Feb 27	Variance Analysis <i>Tentative date for case assignment #1 debrief</i>
8	Mar 6	Relevant Costing Part 1
9	Mar 13	Relevant Costing Part 2
10	Mar 20	Capital Investment Decisions
Mar 23 – Case Assignment #2 Due		
11	Mar 27	Performance Evaluation and Transfer Pricing
12	Apr 3	Strategy and Governance <i>Tentative date for case assignment #2 debrief</i>

ADDITIONAL INFORMATION

Course Sharing Websites:

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Recommended Calculator for Examinations:

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group Work:

The Sprott School of Business encourages group assignments. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

If peer evaluation will be used as an input when assigning grades to group work, specify the procedure. See the example below:

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themselves) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation.

Letter Grades:

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100 B+ = 77-79 C+ = 67-69 D+ = 57-59 F = Below 50
A = 85-89 B = 73-76 C = 63-66 D = 53-56

A - = 80-84 B - = 70-72 C - = 60-62 D - = 50-52

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations:

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<https://calendar.carleton.ca/grad/gradregulations/>

Requests for Academic Accommodation:

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

- **Pregnancy**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. <https://carleton.ca/pmc/>

- **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: <https://students.carleton.ca/course-outline/>

Academic Integrity:

Violations of academic integrity—presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>

Centre for Student Academic Support:

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: <https://carleton.ca/csas/>

Other Important Information:

- Students must always retain a copy of all work that is submitted.
- All final grades are subject to the Dean’s approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton email account. If you do not have or have yet to activate this account, you can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

**APPENDIX A: CPA CANADA COMPETENCY MAP FOR STRATEGY/GOVERNANCE,
MANAGEMENT ACCOUNTING, AND FINANCE**

Competency	Learning Outcomes	Required Proficiency in Core 2	Course LO	Course Proficiency
2.1 Governance				
2.1.1 Evaluates the entity's governance structure (policies, processes, codes)	a) Explains the various forms of entities b) Explains the board's structure considering its composition, legal liability and accountability, mandate, and leadership	B	LO9	B
2.1.2 Evaluates the specific role of the audit committee in governance	a) Explains the mandate of the audit committee	B	LO9	B
2.1.3 Evaluates mechanisms used for compliance purposes	a) Explains the purpose of a code of conduct within an entity b) Explains the mechanisms used for information flow within an entity used for compliance purposes	B	LO9	B
2.1.4 Analyzes the specific role of the board in an entity's social responsibility strategy and sustainability	a) Explains the role of the board in an entity's social responsibility and sustainability strategy	Not covered in Core 2	LO9	B
3.1 Management Reporting Needs and Systems				
3.1.1 Evaluates management information requirements	a) Determines or evaluates relevant data and information to support decisions made by management and the governing body b) Understands management and strategic uses of information assets and technology	A	All	A
3.1.2 Documents and assesses business processes, systems and data requirements and recommends improvements to meet information needs	a) Explains the importance of system control and feedback b) Identifies the impact of IT on an organization's decision-making and performance c) Identifies the need for management information, accounting information or other systems	B	All	B

	<p>d) Evaluates the quality of the data and knowledge management within an organization (database management systems, data warehousing, data mining, knowledge management systems)</p> <p>e) Utilizes systems and business process documentation to analyze business processes and controls</p> <p>f) Analyzes the quality of the data, information and knowledge management practices within an organization (database management systems, data warehousing, data mining, knowledge management systems)</p>			
3.1.3 Identifies ethical and privacy issues related to information technology and its uses	a) Identifies the need to adhere to privacy legislation when evaluating or implementing an information technology system	B	All	B
3.2 Planning, Budgeting, and Forecasting				
3.2.1 Develops or evaluates data and information inputs for operational plans, budgets, and forecasts	<p>a) Examines data and information inputs for the creation of operational plans, budgets, and forecasts</p> <p>b) Evaluates supporting data and information from internal and external sources and identifies gaps and anomalies</p> <p>c) Ensures that the data and information used to prepare budgets and forecasts is relevant, accurate, and timely</p>	A	LO2	A
3.2.2 Prepares, analyzes, or evaluates operational plans, budgets, and forecasts	<p>a) Using the information supplied, prepares:</p> <ul style="list-style-type: none"> • operating budgets (sales and marketing, production, procurement, and general and administrative) over an appropriate period of time; • financial budgets (capital expenditures, working capital) over an appropriate period of time; • short-term cash flow projections; • long-term cash flow forecasts; • Financing and investing needs; • tax-planning projections; • Special project budgets to be included in strategic plans or project proposals; and 	A	LO2	A

	<ul style="list-style-type: none"> • Other forecasts <p>b) Critically reviews the information prepared in light of the entity’s strategies</p>			
3.2.3 Computes, analyzes, or assesses implications of variances	<p>a) analyzes actual performance against budget, or another relevant benchmark, including</p> <ul style="list-style-type: none"> • Variances between budgeted revenue and realized revenue; • Variances between standard and actual costs; and • Variances between KPI targets and realized outcomes <p>b) Explains results of variance analysis to appropriate levels of management</p> <p>c) Provides insights based on findings and recommends courses of action</p>	A	LO3	A
3.3 Cost Management				
3.3.1 Evaluates cost classifications and costing methods for management of ongoing operations	<p>a) Classifies and compares various types of costs and describes their behaviour within the context of their respective classifications (e.g., fixed/ variable, direct/indirect, and discretionary)</p> <p>b) Distinguishes and calculates the various types of operational costs and program costs (e.g., cost of goods sold, cost of capacity, and other costs related to ongoing expenses, overhead allocations</p> <p>c) Distinguishes the various types of costs when researching and analyzing particular problems and issues</p> <p>d) Classifies and communicates cost information according to standard conventions and uses judgment to determine which costs are relevant to the decision at hand</p> <p>e) analyzes cost data using established and cutting-edge costing systems and methods (e.g., standard costing, activity-based costing, process costing, joint cost allocation, departmental costing, and job costing)</p> <p>f) Identifies the need for innovative costing techniques: Just in time, LEaN, etc.</p>	A	LO4	A

	g) Describes costing systems for for-profit, not-for-profit, and public sector entities, and explains how such systems are typically applied			
3.3.2 Evaluates and applies cost management techniques appropriate for specific costing decisions	a) applies methods such as activity-based costing, process costing, joint cost allocation, departmental costing, and job costing when appropriate to the specific costing decision (e.g., in make vs buy, acquisition vs sourcing decisions)	B	LO4	B
3.3.3 Recommends changes identified by applying process improvement methodologies	a) Explains the advantages and weaknesses of continuous improvement methodologies as they relate to profitability and performance b) Critically evaluates the effectiveness of continuous improvement methodologies in improving profitability and performance c) Calculates the cost of quality initiatives d) Recognizes that public sector and not-for-profit organizations' process improvements may have different measures than profitability	B	LO4	B
3.3.4 Recommends cost management improvements across the entity	a) Discusses cost management processes with a view to maintaining a sustainable operation b) analyzes operational processes based on operational cost considerations	Not covered in Core 2	LO4	B
3.4 Revenue Management				
3.4.1 Evaluates sources and drivers of revenue growth	a) analyzes alternative revenue model options (e.g., asset sale, leasing, subscription) to assess which best meet the entity's objectives b) analyzes financial and other information in support of pricing decisions: Market sensitivity to price Competitive structure of the industry short-versus long-term horizon Relevant costs in the evaluation of revenue growth c) Identifies and evaluates pricing alternatives (e.g., cost-based and market-based)	B	LO5	B

	d) assesses division and national multi-location transfer pricing options			
3.5 Profitability Management				
3.5.1 Performs sensitivity analysis	<p>a) Calculates cost-volume profit (CVP), undertakes a sensitivity analysis for a given entity, and assesses the implications for profitability</p> <p>b) Performs and communicates the significance of a CVP (e.g., break-even analysis or contribution margin analysis), and performs a sensitivity analysis in relation to operational and strategic goals</p> <p>c) Incorporates CVP and sensitivity analysis when suggesting improvements to operational and strategic plans</p>	A	LO6	A
3.5.2 Evaluates sustainable profit maximization and capacity management performance	<p>a) applies quantitative tools to analyze performance problems</p> <p>b) Incorporates the results into the entity's profitability and capacity management objectives</p> <p>c) Designs investigative strategies to uncover root causes of performance issues</p>	A	LO6	A
3.6 Organizational Performance Measurement				
3.6.1 Evaluates performance using accepted frameworks	<p>a) applies accepted frameworks and scorecards to assess performance</p> <p>b) applies the measures, assesses the actual performance level against established objectives, and explains the differences</p> <p>c) Investigates the underlying factors that cause performance differences</p> <p>d) Concludes as to the financial or non-financial performance level</p>	B	LO7	B
3.6.2 Evaluates performance of responsibility centres	<p>a) Discusses the assignment of responsibility centre types</p> <p>b) analyzes the performance of responsibility centres</p>	Not covered in Core 2	LO7	A
3.6.3 Evaluates root causes of performance issues	<p>a) Identifies possible impacts of unusual circumstances on performance</p>	Not covered in Core 2	LO7	B

3.7 Individual Performance Measurement				
3.7.1 analyzes the implications of management incentive schemes and employee compensation methods	<ul style="list-style-type: none"> a) Identifies the strengths and weaknesses of applicable incentives b) analyzes the effectiveness of incentive schemes in contributing to achievement of the entity's objectives c) Identifies the tax consequences of the management incentive schemes; also considers the financial accounting and assurance implications d) Suggests the most appropriate scheme in the circumstances 	B	LO8	B
5.1 Financial Analysis and Planning				
5.1.1 Evaluates the entity's financial state	<ul style="list-style-type: none"> a) Performs financial analysis, including ratio analysis, industry benchmarking, trend analysis, and cash flow analysis b) Analyzes the individual calculations in the specific context of the entity 	A	LO2	B Remaining coverage in ACCT5124/5125/5130
5.1.2 Develops or evaluates financial proposals and financing plans	<ul style="list-style-type: none"> a) Explains financial proposals and financing plans and the importance for the entity 	B	LO2	B
5.3 Capital Budgeting				
5.3.1 Develops or evaluates capital budgeting processes and decisions	<ul style="list-style-type: none"> a) Classifies and applies various methods of evaluating capital projects b) applies accepted tools and benchmarks in analyzing capital projects, incorporating the tax considerations c) Discusses an appropriate course of action, considering the entity's objectives 	B	LO2, LO4	B
5.6 Corporate Finance Transactions				
5.6.2 Advises a financially troubled entity	<ul style="list-style-type: none"> a) Explains indicators of financial difficulty for an entity 	B	LO2, LO4	B