



ACCT 5128P: Strategy for Professional Accountants

FALL 2025

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| Instructor | Timothy Rowland, CPA, CA, CISA |
| Email Address | timothyrowland@cmail.carleton.ca |
| Class Times | September 9, 2025 to October 17th, 2025 Tuesday, 6:05pm to 8:55pm |
| Modality | Synchronous, 3-hour in-person lectures |
| Office Hours | Evening virtual Microsoft Teams chats upon appointment |
| Office Location | None |
| TA Name/Email | N/A – Course Mentor work scoped to grading |

Course Description/Instructor's Statement

Carleton Calendar Description

Overview of the strategy process required of professional accountants. Case-based course with accounting focus, exploring the development of a company's situation analysis, identification and analysis of strategic and operational issues.

Instructor's Description:

This *Strategy for Professional Accountants* course provides students with an application of the strategy process required of professional accountants. This is a case-based course intended to prepare students for strategy assessments using the CPA Way's 'Assess, Analyze and Advise' framework. Notably, all cases, presentations, midterms and exams are based on real world companies, events and issues.

This course involves a combination of interactive in-class presentations, lectures, practical application case writing, and case debriefs. Students will receive instruction on the CPA problem-solving process and be trained in a systematic approach intended to competently resolve business and accounting issues through a strategic lens. Students will assess, analyze and advice on topical business issues and receive feedback on their performance. Each in-class session will then provide a debriefing for the cases through a round-table discussion process.

Regarding specific core competencies, students will prepare, resolve and submit assigned primary and secondary cases via Brightspace the day prior to the lecture. For assigned primary cases, students will spend 30 minutes presenting and discussing their primary cases with the class – students who have been assigned the same case as a secondary, written submission will be expected to discuss the issues involved within the individual primary cases presented.

This course prepares students to more confidently approach the subsequent *ACCT 5134 Advanced Integration* course addressing the CPA Capstone 1 case under exacting CPA conditions.

Course Learning Objectives:

Strategic thinking skills: Strategic thinking skills allow unique insights that enable organizations to overcome key challenges they face and seize opportunities to create value. The development of a systematic methodology will allow you to establish defensible recommendations, predicated on observable facts and analysis – a key objective of this course.

Structured problem-solving skills:

Structuring your analyses and developing a logical argument enables business professionals to balance rigor and efficiency in solving complex business scenarios. Frameworks breakdown problems into a set of drivers or elements, efficiently guide the identification of key issues and potential recommendations, and aid in prioritizing actions. In this course, students will learn to approach problem solving and presentation building in a structured manner by using existing frameworks and learning how to develop and defend your own professional perspective.

Structured financial evaluation skills:

This course emphasizes the fundamental techniques of financial statement analysis. Building upon core accounting and investment concepts, the course covers the analysis (including ratio analysis) and interpretation of financial accounting information including the balance sheet, income statement, and statement of cash flows. The course also examines the use of accounting information in investment decisions as applied to resolving a case problem.

Group Work

All primary and secondary case assignments will be completed in groups, with both group composition and case topics being assigned randomly by the instructor. Assigned primary and secondary cases are to be submitted via Brightspace no later than 11:59pm of the day prior to in-class lectures. It is expected that students who submit written secondary cases will contribute to group discussions for the primary cases presented.

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| Required/Optional Materials & Prices |
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Students are not required to purchase textbooks or other learning materials for this course.

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| Grading Scheme |
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| Primary Case: As assigned | 20% |
| Midterm – Situational Analysis (three hours) | 15% |
| Secondary Cases: Due as assigned (15% each) | 30% |
| Class / Roundtable Participation: As per Instructor appraisal | 5% |
| Final Exam: Case Exam (four hours) | 30% |
| Bonus Assignment: CAS315 Podcast Analysis | 2%* |
| | <u>100%</u> |

All in-class cases, both presented and written, are group activities while participation, the bonus assignment, midterm and final exam are assessed individually - a passing mark of at least 50% on both the midterm and final is required to pass the course. The grading scale used to calculate your final grade will be the one listed in the Carleton University Graduate Calendar.

Important Dates to Note

The midterm exam will take place in-person outside of class time on Friday, October 3rd, as per the location specified on Brightspace, and will be from 6pm to 9pm. It will be written using e-Proctored student laptops (duration 3 hours).

Final Exam: The final exam will take place in-person on Friday, October 17th, as per the location indicated on Carleton Central, and will be from 6pm to 10pm. The final exam will also be written using e-Proctored student laptops (duration 4 hours).

University Academic Calendar: <https://calendar.carleton.ca/academicyear/>

Policies & Accommodations

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



Additional Information on Deliverables and Grading

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.

- **Primary (Presentation) Case Analysis – (1 @ 20%):** Groups' presentation cases will be evaluated as per the 'ACCT 5128 Presentation Rubric', which will be made available on the course Brightspace page. It is *strongly recommended that* students utilize PowerPoint or a commensurate visual aid when presenting and adhere to a commensurate approach as per what is described in **red text** below.
- **Secondary (Written) Case Analyses – (2 @ 15% each):** Groups' written case analyses will be evaluated as per the 'ACCT 5128 Report Rubric', which will be made available on the course Brightspace page. Competency bucketing (re: NA / NC / RC / C / CD ratings) will be commensurate with the Presentation Rubric discussed and embedded above.

Of Particular Note – Regarding case writing approach (both for presentations and written

submissions), noting that both are *group submissions*, the instructor recommends the following approach:

- As time management will be critical for the CFE, please attempt to write the cases individually and adhere to the stated time limit - most certainly, I do not want to undermine this approach, as it would be a disservice when actually writing the CFE
- After individual practice attempts, groups should then meet and coordinate to identify key AOs, deliverables, analysis, etc. and consolidate these into more 'polished' group efforts, both with respects to the presentations and written reports
- As an additional observation, Day 1 of the CFE takes the business scenario you will have previously assessed as per your Capstone work and asks you to provide a revised strategic recommendation at a future point in time. Astute students will note that the timing of cases for this class generally relate to real-life events as at Q2 and Q3 of FY24. Whilst not required, providing a brief supplemental analysis regarding any changes as at the current date will potentially result in a slight increase in grades for the cases assessed.

- **Contribution to Class Discussion (5%)**: Students are expected to come fully prepared to discuss and engage on course topics, regarding assigned primary and secondary cases. The success of this course for both students and the instructor depends on active thoughtful participation by the members of the class during lectures and case discussions. There's also an expectation for peer development through professional feedback.

Attendance is an integral part of class participation and may have an impact on the overall final grade. Participation evaluation is at the discretion of the instructor and reflects the quantity and, more importantly, quality of that student's contribution to the course.

- **Midterm (15%)**: The midterm will be written in-person using e-proctored laptops. The midterm and all supporting appendices will be made digitally available on the Brightspace landing page for the duration of the assessment. **Of particular note** – please note that the midterm will take place in-person outside of class time on Friday, October 3rd, as per the location specified on Brightspace, and will be from 6pm to 9pm.
- **Bonus Assignment (2%)**: At the beginning of the week this optional assignment is due, the instructor will release a document containing four questions. Each response is worth up to 0.5% as a bonus to your final grade. As per your review of the CAS 315 - RoMM podcast, submit a Word document and answer the *first three questions in no more than five sentences each* - total marks for these questions will be predicated on the succinctness and precision of your response. For the final question, *answer in exactly three words*.
- **Final Exam (30%)**: The final exam will be written in-person using e-proctored laptops. The final case and all supporting appendices will be made digitally available on the Brightspace landing page for the duration of the exam.

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 five (5) 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 after the deadline on the due date, 70% if submitted the following day, and so on. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

Preparation and Participation:

Clear and insightful discussions represent the true 'value-add' of this course. Please be prepared to discuss both the cases you have been assigned and pose questions to other groups – strong communication skills are foundational to the CPA program and an open, respectful dialogue is strongly encouraged. Notably, participation marks are at the instructor's discretion and often represent an opportunity to elevate particularly motivated and invested students' final letter grade.

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> | | ✓ | | |
| MA2 Problem-Solving and Decision-Making <i>Graduates will be skilled in problem-solving and decision-making</i> | | | | ✓ |
| 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> | | | | ✓ |

COURSE SCHEDULE

| Week | Date | Topic/Agenda | Pre-class Prep |
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| 1 | September 9, 2025 | Introduction and Orientation <ul style="list-style-type: none"> • Overview of next six weeks and structure • Group work – Team Assignments • Introduction to case analysis and strategic concepts – strategy vs. tactics vs. operations • Review the CPA Way • CPA integration expectations • In-class instructor-led example of case-writing approach – capital gains tax analysis | <ul style="list-style-type: none"> • READ: Capital Gains Tax supporting articles and case • Review SWOT, Porter's 5 Forces, PESTEL • Getting Briefed on the CPA Way (1 to 7) • WATCH: CPA Way videos - Link https://www.cpacanada.ca/en/become-acpa/pathways-to-becoming-a-cpa/nationaleducation-resources/the-cpa-way |
| 2 | September 16, 2025 | Case #1 Presentation and Discussion – Loblaws, Inflation and Boycotts <ul style="list-style-type: none"> • Group 1 Presentation • Inquiries and perspectives from Groups 3 & 5 • Instructor debrief and case analysis What is Winning - CPA Expectations <ul style="list-style-type: none"> • Address CPA Capstone and CFE expectations • Review presentation skills and PPT structure • On oligopolies and market control | <ul style="list-style-type: none"> • READ: Loblaws supporting articles and case • Group 1 to submit PPT for above case on September 15th • Groups 3 & 5 to submit written reports for above case on September 15th |
| 3 | September 23, 2025 | Case #2 Presentation and Discussion – Boeing Quality Assurance and Whistleblowers <ul style="list-style-type: none"> • Group 2 Presentation • Inquiries and perspectives from Groups 4 & 5 • Instructor debrief and case analysis How to Win – By Any Means Necessary? <ul style="list-style-type: none"> • On governance and ethics • Breaking down a case, identifying requirements and storyboarding • Writing succinctly | <ul style="list-style-type: none"> • READ: Boeing supporting articles and case • Group 2 to submit PPT for above case on September 22nd • Groups 4 & 5 to submit written reports for above case on September 22nd |
| 4 | September 30, 2025 | Case #3 Presentation and Discussion – COVID, Inflation and the Bank of Canada <ul style="list-style-type: none"> • Group 3 Presentation | <ul style="list-style-type: none"> • READ: Bank of Canada supporting articles and case • Group 3 to submit PPT for above case on September 29th |

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| | | <ul style="list-style-type: none"> Inquiries and perspective from Groups 1 & 4 <i>Note: Instructor is attending a conference this week – you'll have a guest lecturer</i> What are the Strategic Priorities? <ul style="list-style-type: none"> Macroeconomic vs. microeconomic considerations Priorities, materiality and time management – how to assess what is required | <ul style="list-style-type: none"> Groups 1 & 4 to submit written reports for above case on September 29th |
| 5a | October 3, 2025 | Mid-term (15%) – Three Hours <ul style="list-style-type: none"> 6pm to 9pm; location as per Brightspace | <ul style="list-style-type: none"> REVIEW: Lecture slides, cases and case debriefs to date |
| 5b | October 7, 2025 | Case #4 Presentation and Discussion – Tesla, Governance and Optics <ul style="list-style-type: none"> Group 4 Presentation Inquiries and perspective from Groups 2 & 3 Instructor debrief and case analysis CPAs in the 21st Century <ul style="list-style-type: none"> The double-edged sword of technology – mis/disinformation AI, blockchain and cybersecurity Data vs. Information vs. Knowledge | <ul style="list-style-type: none"> READ: Tesla supporting articles and case Group 4 to submit PPT for above case on October 6th Groups 2 & 3 to submit written reports for above case on October 6th OPTIONAL WATCH: CAS 315: Identifying & Assessing Risk – Parts 1 and 2 |
| 6 | October 14, 2025 | Case #5 Presentation and Discussion – Climate Change, Sustainability and Financial Reporting Frameworks <ul style="list-style-type: none"> Group 5 Presentation Inquiries and perspective from Groups 1 & 2 Instructor debrief and case analysis From Strategy to Execution <ul style="list-style-type: none"> Advising and communicating case facts Exam prep and course close-out | <ul style="list-style-type: none"> READ: Climate change and sustainability framework articles and case Group 5 to submit PPT for above case on October 13th Groups 1 & 2 to submit written reports for above case on October 13th BONUS ASSIGNMENT: Submit CAS315 analysis regarding audit planning and risk (2%) on October 13th |

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).¹ 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. Please note that all group members and cases are randomly assigned prior to the course commencing and pending exceptional circumstances, composition will not be altered. 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.

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:

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| 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

¹ For the avoidance of doubt, the Contract Instructor, Timothy Rowland retains sole intellectual property rights over the case studies, supporting debriefs, lecture slides, midterm, final exam and CAS315 podcast content presented in this course.

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 cmail 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/>