



ACCT5121P: Advanced Concepts II

WINTER 2026

Instructor	Jasdeep Bajwa, CPA
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Class Times	<u>Thursdays 6:05pm – 8:55pm</u>
Modality	In-person
Office Hours	By appointment
Office Location	Nicol 7037
TA Name/Email	TBD

Pre-Requisites & Preclusions

Pre-requisites & precluded Courses: 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.

Course Description/Instructor's Statement

Carleton Calendar Description

An in-depth exploration of selected topics in management accounting, finance and corporate governance.

Instructor's 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

Required/Optional Materials & Prices

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
 - o 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>
 - o Approximately \$75.95 CAD

Hardware/Software: Given that the final exam will be digital and e-proctored, you must meet the following minimum computing requirements:

- Hardware: laptop
- Operating system: Windows 10, Mac OS 10.14, Linux Ubuntu 18.04
- Internet browser: Google Chrome, Mozilla Firefox, Apple Safari, or Microsoft Edge

Note: Chromebooks, tablets (Android, iOS, Windows), and smartphones are not supported by CoMaS (e-proctoring tool). You must complete your in-term tests and final exam using Windows-based or MacOS computers.

Grading Scheme

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 a B-.**

Weekly Homework Cases	5%
In-class Case Assignments (6)	50%
Final exam (digital, in-person, e-proctored)	45%
TOTAL	100%

Important Dates to Note

Classes begin: Week of January 5, 2026

In-class Case Assignment 1: January 22 (during class time)

In-class Case Assignment 2: February 5 (during class time)

In-class Case Assignment 3: February 12 (during class time)

In-class Case Assignment 4: March 12 (during class time)

In-class Case Assignment 5: March 19 (during class time)

In-class Case Assignment 6: April 2 (during class time)

Final Exam: April 11, 2026 – 9:00am-1:00pm

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

Policies & Accommodations

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

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



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Course Requirements and Methods of Evaluation

Participation and Preparation

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 professor 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 below), 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
4. In-class case assignment, only on the dates specified in the schedule below

Methods of Evaluation

Reference	Component	Weight (% of final grade)
A	Weekly Homework Cases	5%
B	In-class Case Assignments (6)	50%
C	Final Exam (digital, in-person, e-proctored)	45%

The minimum grade required to pass this course is B-.

A. Weekly Homework Cases (5%)

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 15). 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 Professor). 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 0.5% of your final grade, for a total of 5% across 10 submissions. The full 0.5% will be granted based on the Professor's evaluation of whether the student made a genuine attempt at solving the case and satisfied certain criteria for accuracy.

B. In-class Case Assignments (50%)

There will be six (6) case assignments held during class time throughout the term, which will be used to evaluate your ability to identify and analyze management accounting issues in case-based scenarios. Your lowest grade will be dropped; therefore, each assignment will be worth 10%, for a total of 50% across 5 assignments. Due to the overarching policy of dropping the lowest grade, there will be no exemptions/extensions/deferrals offered for missed assignments. A missed assignment will be graded as zero and be treated as the lowest grade to be dropped.

C. Final exam (45%)

The final exam is comprehensive, covering the material of the entire course. It will be case based. Students must achieve a minimum grade of 45% on the final exam to pass the course. Please note that final grades are subject to the Dean's approval.

- Note 1: During the examinations, only non-programmable calculators (without alpha storage capabilities) will be permitted. Language translation dictionaries in the print format are allowed if they do not contain any handwritten notes. Electronic translation dictionaries are **not** allowed.
- Note 2 - e-Proctoring: The University's e-proctoring system (CoMaS) will be used to administer the 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 exam 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.

Deferred Final Examination

Students unable to take the final examination because of illness or other extenuating circumstances beyond their control must contact the Professor in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and/or appropriate documents to support the reason for the deferral. The Professor reserves the right to deny deferral requests if the justification provided by the student does not amount to extenuating circumstances. Failure to write the original exam or the approved deferred exam will result in a grade of zero.

Use of Generative Artificial Intelligence

This is a human-centered course. In this course, evaluation focuses on what you can do *without* AI assistance. While you are welcome to use AI tools to explore ideas, study, or clarify concepts, all submitted work must represent your independent thinking and original effort. Use AI for learning, not for producing graded submissions. Using AI for graded submissions constitutes an academic integrity violation.

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

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	Class Date	Topic/Agenda
1	Jan 8	Introduction and Cost Management Concepts
2	Jan 15	Cost Behaviours Cost-volume-profit Analysis Variable vs. Absorption Costing
3	Jan 22	Job-order Costing <i>In-class Case Assignment 1</i>
4	Jan 29	Process Costing
5	Feb 5	Activity-based Costing <i>In-class Case Assignment 2</i>
6	Feb 12	Budgeting <i>In-class Case Assignment 3</i>
Reading Week – Feb 16-20		
7	Feb 26	Variance Analysis
8	Mar 5	Relevant Costing Part 1
9	Mar 12	Relevant Costing Part 2 <i>In-class Case Assignment 4</i>
10	Mar 19	Capital Investment Decisions <i>In-class Case Assignment 5</i>
11	Mar 26	Performance Evaluation and Transfer Pricing
12	Apr 2	Strategy and Governance <i>In-class Case Assignment 6</i>
	April 11	Final Exam – 9:00 – 13:00

Please note that the schedule is subject to change at the Professor's discretion.

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.

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: [Pregnancy Academic Accommodation Information - Equity and Inclusive Communities](#)

- **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: [Academic Regulations for Students with Religious Obligations < Carleton University](#)

- **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: [Sexual Violence Prevention & Survivor Support - Equity and Inclusive Communities](#)

- **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/>

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

Competency	Learning Outcomes	Required Proficiency	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 d) Evaluates the quality of the data and knowledge management within an	B	All	B

	<p>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; 	A	LO2	A

	<ul style="list-style-type: none"> • Special project budgets to be included in strategic plans or project proposals; and • 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</p>	A	LO4	A

	<p>cost allocation, departmental costing, and job costing)</p> <p>f) Identifies the need for innovative costing techniques: Just in time, LEaN, etc.</p> <p>g) Describes costing systems for for-profit, not-for-profit, and public sector entities, and explains how such systems are typically applied</p>			
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	<p>a) Explains the advantages and weaknesses of continuous improvement methodologies as they relate to profitability and performance</p> <p>b) Critically evaluates the effectiveness of continuous improvement methodologies in improving profitability and performance</p> <p>c) Calculates the cost of quality initiatives</p> <p>d) Recognizes that public sector and not-for-profit organizations' process improvements may have different measures than profitability</p>	B	LO4	B
3.3.4 Recommends cost management improvements across the entity	<p>a) Discusses cost management processes with a view to maintaining a sustainable operation</p> <p>b) analyzes operational processes based on operational cost considerations</p>	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	LO5	B

	<p>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</p> <p>c) Identifies and evaluates pricing alternatives (e.g., cost-based and market-based)</p> <p>d) assesses division and national multi-location transfer pricing options</p>			
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>	B	LO7	B

	d) Concludes as to the financial or non-financial performance level			
3.6.2 Evaluates performance of responsibility centres	a) Discusses the assignment of responsibility centre types b) analyzes the performance of responsibility centres	Not covered in Core 2	LO7	A
3.6.3 Evaluates root causes of performance issues	a) Identifies possible impacts of unusual circumstances on performance	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	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	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 ACCT5124/51 25/5130
5.1.2 Develops or evaluates financial proposals and financing plans	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	a) Classifies and applies various methods of evaluating capital projects b) applies accepted tools and benchmarks in analyzing capital projects, incorporating the tax considerations	B	LO2, LO4	B

	c) Discusses an appropriate course of action, considering the entity's objectives			
5.6 Corporate Finance Transactions				
5.6.2 Advises a financially troubled entity	a) Explains indicators of financial difficulty for an entity	B	LO2, LO4	B