



**CARLETON UNIVERSITY
MASTER OF ACCOUNTING
ACCT5121A AND ACCT5121B
SUMMER 2024
ADVANCED CONCEPTS II**

Instructor: Jasdeep Bajwa, MAcc, CPA, CIA, CFE

Office Hours: By appointment

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Modality: In-Person

Class Time: Section A – Monday & Wednesday 1:05 PM – 3:55 PM.

Section B – Monday & Wednesday 9:05 AM – 11:55 PM

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 Calendar Description: 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.

Important Dates

May 6, 2024	First day of class
May 17, 2024	Last day to withdraw from early summer courses with full fee adjustment
May 20, 2024	Statutory holiday. University closed.
May 26, 2024	Case Assignment #1 Due



June 1, 2024	Last day for academic withdrawal from early summer courses.
June 14, 2024	Our last class
June 16, 2024	Case Assignment #2 Due
June 24, 2024	Final examination (both sections A and B) 9:00am – 1:00pm

Learning Outcomes

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:

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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.

Recommended Textbooks

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>

Course Requirements and Methods of Evaluation

Instruction Methods

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. Review of topic(s)/concept(s)
2. 1-2 comprehensive in-class problems to help solidify the concepts and theory.
3. 1-2 short in-class cases to integrate and apply the concepts to case-based scenarios (the cases will be assigned to students as homework to be completed before class)

Methods of Evaluation

Reference	Component	Weight (% of final grade)
A	Participation Cases/Problems	15%
B	In-Class Participation	10%
C	Case Assignments (2)	35%
D	Final Exam (digital, in-person, e-proctored)	40%

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

A. Participation Cases/Problems

Prior to each class, students must prepare a response to the assigned case or problem and submit it to Brightspace before class. At the Instructor's discretion, some submissions will be marked for accuracy, and others will be marked for completion and effort. By end of the course, 10% will be awarded for cases marked for accuracy, and the remaining 5% for cases marked for completion, for a total of 15% across 12 submissions.

B. In-class Participation

Given the fast-paced nature of the course, students are expected to attend every class and actively engage with the lecture 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, students will be given time to discuss their prepared solutions in small groups, and then any random groups will be called upon to

present their solution to the class. At the end of class, you will assign a rating of 0-2 to each of your group members, based on their involvement during the group discussion phase. The combination of all of your ratings will determine your final grade out of 10%.

C. Case Assignments

Two assignments will be used to test 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%.

- **Case #1** – The assignment file will become available on Brightspace on May 17, 2024, and will be due by May 26, 2024, 11:59PM.
- **Case #2** – The assignment file will become available on Brightspace on June 7, 2024, and will be due by June 16, 2024, 11:59PM.

D. Final Exam

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: The final exam will take place on-campus and will be administered via e-proctoring services provided by Scheduling and Examination Services. You can find more information at <https://carleton.ca/ses/e-proctoring/>.

The minimum computing requirements for this service are as follows:

Hardware: Desktop, or Laptop

OS: Windows 10, Mac OS 10.14, Linux Ubuntu 18.04

Internet Browser: Google Chrome, Mozilla Firefox, Apple Safari, or Microsoft Edge

Internet Connection (High-Speed Internet Connection Recommended)

Webcam (HD resolution recommended)

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

Late Assignments

This course moves at a fast pace and covers a substantial amount of material in a period of six weeks. Therefore, there is no flexibility for late assignment submissions or accommodations of any nature. Failure to submit an assignment or deliverable by the specified due date will result in a mark of zero (0).

Deferred Final Examination

Students unable to take the final examination because of illness or other extenuating circumstances beyond their control must contact the Instructor 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 instructor reserves the right to deny deferral requests if the justification provided by the student does not amount to extenuating circumstances.

Weekly Course Schedule (subject to change as necessary)

Class	Topic
1 May 6	Introduction and Cost Management Concepts
2 May 8	Cost Behaviours Cost-volume-profit Analysis Variable vs. Absorption Costing
3 May 13	Job-order Costing
4 May 15	Process Costing
May 20	Statutory Holiday – No class
5 May 22	Activity-based Costing
Case Assignment #1 due – May 26, 2024 11:59PM	
6 May 27	Debrief assignment #1 Budgeting
7 May 29	Variance Analysis
8 June 3	Relevant Costing (short-term decision-making) Part 1
9 June 5	Relevant Costing (short-term decision-making) Part 2
10 June 10	Debrief assignment #2 Capital Investment Decisions
11 June 12	Performance Evaluation and Transfer Pricing
12 June 14	Strategy and Governance
Case Assignment #2 due – June 16, 2024 11:59PM	
June 24	Final examination (both sections A and B) 9:00am – 1:00pm

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>				✓

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.

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/themself) 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:

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 hard 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-grad-students/>

**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)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> a) Explains the mandate of the audit committee 	B	LO9	B
2.1.3 Evaluates mechanisms used for compliance purposes	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 organization (database management 	B	All	B

	<p>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 • Other forecasts <p>b) Critically reviews the information prepared in light of the entity's strategies</p>	A	LO2	A

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> <p>g) Describes costing systems for for-profit, not-for-profit, and public sector entities, and explains how such systems are typically applied</p>	A	LO4	A

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) d) assesses division and national multi-location transfer pricing options	B	LO5	B
3.5 Profitability Management				
3.5.1 Performs sensitivity analysis	a) Calculates cost-volume profit (CVP), undertakes a sensitivity analysis for a given entity, and assesses the implications for profitability	A	LO6	A

	<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>			
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	<p>a) Identifies the strengths and weaknesses of applicable incentives</p> <p>b) analyzes the effectiveness of incentive schemes in contributing to achievement of the entity's objectives</p>	B	LO8	B

	<p>c) Identifies the tax consequences of the management incentive schemes; also considers the financial accounting and assurance implications</p> <p>d) Suggests the most appropriate scheme in the circumstances</p>			
5.1 Financial Analysis and Planning				
5.1.1 Evaluates the entity's financial state	<p>a) Performs financial analysis, including ratio analysis, industry benchmarking, trend analysis, and cash flow analysis</p> <p>b) Analyzes the individual calculations in the specific context of the entity</p>	A	LO2	B Remaining coverage in ACCT5124/5125/5130
5.1.2 Develops or evaluates financial proposals and financing plans	<p>a) Explains financial proposals and financing plans and the importance for the entity</p>	B	LO2	B
5.3 Capital Budgeting				
5.3.1 Develops or evaluates capital budgeting processes and decisions	<p>a) Classifies and applies various methods of evaluating capital projects</p> <p>b) applies accepted tools and benchmarks in analyzing capital projects, incorporating the tax considerations</p> <p>c) Discusses an appropriate course of action, considering the entity's objectives</p>	B	LO2, LO4	B
5.6 Corporate Finance Transactions				
5.6.2 Advises a financially troubled entity	<p>a) Explains indicators of financial difficulty for an entity</p>	B	LO2, LO4	B