



ACCT 5128P: Strategy for Professional Accountants
September 4 to October 18, 2024
Tuesday, 6:00pm – 9:00pm
Modality: synchronous, 3-hour in-person lectures

Instructor:

Timothy Rowland, CPA, CA, CISA

Office: None, evening virtual Microsoft Teams chats upon appointment

Email: timothyrowland@cmail.carleton.ca

Course Mentor:

Shreenidhi Anantharam, CPA, CA, ACCA, CS

Course 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.

Course 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.

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 *ACCT 5134 Advanced Integration* course the following summer addressing the CPA Capstone 1 case under exacting CPA conditions.

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 your own.

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 Blackboard 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.

Required Materials:

Textbook(s): Martin, Roger L., and A. G. Lafley. *Playing to Win: How Strategy Really Works*. Harvard Business Review, 2014. This textbook will be available in the Campus Bookstore soon and is also available on [Amazon](#) should students prefer digital copies or audiobooks.

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

Course Requirements & Methods of Evaluation:

<i>Grading Scheme</i>	<u>Grade</u>
Primary Case: As assigned	20%
Midterm – Situational Analysis (October 8 th , two hours)	15%
Secondary Cases: Due as assigned (15% each)	30%
Class / Roundtable Participation: As per Instructor appraisal	5%
Final Exam: Case Exam (TBD, 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.

Midterm & Final Exam: The midterm exam will take place in-person during class time on October 8th and be written using e-Proctored student laptops (duration 2 hours). The final exam will take place in-person on Friday, October 18th 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).

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.

Development of Enabling Competencies

One of the objectives of MAcc is the development of the following enabling competencies and this course will develop these competencies as follows:

Competencies:

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| 1. Professional and Ethical Behaviour | Professional and ethical behaviour will be assessed on a weekly basis through the discussion and analysis of case studies. |
| 2. Problem Solving and Decision Making | Problem solving and decision making will be assessed on a weekly basis through the discussion and analysis of case studies. |
| 3. Communication (Written and Oral) | Communication will be assessed through your in-class participation, written assignments and the in-class presentation. |
| 4. Self-Management | Self-Management will be assessed by in-class participation and will reflect on your ability to keep up with the course materials on an on-going basis. |
| 5. Teamwork and Leadership | Teamwork and leadership will be assessed through engagement in and leadership during both primary and secondary case presentations. |
| 6. Adding Value | Value-add will be assessed via the demonstration of critical thinking skills and practical viability of analysis and advice given during casework. |

Participation: Students are expected to come fully prepared to discuss and engage on course topic, regarding assigned primary and secondary cases. The success of this course for both students and professor 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 professor and reflects the quantity and, more importantly, quality of that student's contribution to the course.

If there is a single medical or family emergency that requires a student to miss 2 or more classes, please provide documentation to your instructor.

Missed assignments and deferred examination: Students unable to write or complete the assessment items because of illness or other circumstances beyond their control must contact the instructor and the MAcc office in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason

for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with examination schedule.

Contribution to Learning Goals of the Program ([MAcc](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught but Not Assessed	Competencies Taught and Assessed
	CHECK (X) ONE PER ROW			
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:

Dates	Topic/Agenda	Pre-class Prep
Sept. 10	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: <i>Playing to Win: How Strategy Really Works</i> – Introduction and Chapter 1 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
Sept. 17	Case #1 Presentation and Discussion – Loblaws, Inflation and Boycotts <ul style="list-style-type: none"> Group 1 Presentation Inquiries and perspectives from Groups 2 & 3 Instructor debrief and case analysis What is Winning - CPA Expectations <ul style="list-style-type: none"> Discuss required readings Address CPA Capstone and CFE expectations Review presentation skills and PPT structure On oligopolies and market control 	<ul style="list-style-type: none"> READ: <i>Playing to Win: How Strategy Really Works</i> – Chapters 2 and 3 READ: Loblaws supporting articles and case Group 1 to submit PPT for above case on September 16th Groups 2 & 3 to submit written reports for above case on September 16th
Sept. 24	Case #2 Presentation and Discussion – Boeing Quality Assurance and Whistleblowers <ul style="list-style-type: none"> Group 2 Presentation Inquiries and perspectives from Groups 3 & 4 Instructor debrief and case analysis How to Win – By Any Means Necessary? <ul style="list-style-type: none"> Discuss required readings On governance and ethics Breaking down a case, identifying requirements and storyboarding Writing succinctly 	<ul style="list-style-type: none"> READ: <i>Playing to Win: How Strategy Really Works</i> – Chapters 4 and 5 READ: Boeing supporting articles and case Group 2 to submit PPT for above case on September 23rd Groups 3 & 4 to submit written reports for above case on September 23rd
Oct. 1	Case #3 Presentation and Discussion – COVID, Inflation and the Bank of Canada <ul style="list-style-type: none"> Group 3 Presentation Inquiries and perspective from Groups 4 & 1 Instructor debrief and case analysis What are the Strategic Priorities? <ul style="list-style-type: none"> Discuss required readings Macroeconomic vs. microeconomic considerations Priorities, materiality and time management – how to assess what is required 	<ul style="list-style-type: none"> READ: <i>Playing to Win: How Strategy Really Works</i> – Chapters 6 and 7 READ: Bank of Canada supporting articles and case Group 3 to submit PPT for above case on September 30th Groups 4 & 1 to submit written reports for above case on September 30th

Oct. 8	Mid-term (15%) – Two Hours <ul style="list-style-type: none"> • In-class • Instructor-led debrief on the mid-term, class discussion • Analyzing a company via quantitative metrics • Discussion on KPIs and financial ratio assessments, mergers and acquisitions 	<ul style="list-style-type: none"> • REVIEW: Textbook chapters, lecture slides and cases to date • OPTIONAL WATCH: CAS 315: Identifying & Assessing Risk – Parts 1 and 2
Oct. 15	Case #4 Presentation and Discussion – Climate Change, Sustainability and Financial Reporting Frameworks <ul style="list-style-type: none"> • Group 4 Presentation • Inquiries and perspective from Groups 1 & 2 • Instructor debrief and case analysis From Strategy to Execution <ul style="list-style-type: none"> • Discuss required readings • Long-term and short-term perspectives • Analyzing a company via qualitative metrics • Advising and communicating case facts • Final exam prep and course close-out 	<ul style="list-style-type: none"> • READ: <i>Playing to Win: How Strategy Really Works</i> – Chapter 8 and Conclusion • READ: Climate change and sustainability framework articles and case • Group 4 to submit PPT for above case on October 14th • Groups 1 & 2 to submit written reports for above case on October 14th • BONUS ASSIGNMENT: Submit CAS315 analysis regarding audit planning and risk (2%) on October 14th

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

Policy on Mobile Devices

The use of mobile devices IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

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:

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 gmail 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/>