

ACCT 5131 A & B
PERFORMANCE MANAGEMENT
COURSE OUTLINE
Fall 2022

INSTRUCTOR: Hilary Becker, Ph.D., CPA, CGA
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Brightspace: <http://brightspace.carleton.ca>

COURSE TIME/LOCATION: Online: The course will follow a Wednesday schedule starting Sept. 7

Modality: Online _18_ hours synchronous (*weekly online case sessions*)
18 hours asynchronous (*course material*)

** For the Fall 2022 term, students who are unable to attend class in-person will be able to participate remotely.*

COVID-19 in the classroom:

The ongoing COVID-19 protocols of Carleton University are listed separately in this document. Please familiarize yourself with them. You must comply with these protocols at all times while on campus. Specifically for this course, the following procedures have been put in place surrounding COVID in our classroom:

- If the *instructor* must isolate due to COVID, the class will move on-line temporarily until such time that isolation is no longer required.
- If you as a *student* must isolate due to COVID, please do so and **do not** come to campus. Contact your instructor upon testing positive, and fill out the COVID-19 self-declaration form which can be found here: <https://carleton.ca/registrar/cu-files/covid-19-self-declaration-form/>. Submit the form to your instructor.

Your instructor will contact you to discuss plans for helping you keep up in your course. It is important to note that you are responsible for keeping on track with course material, even if you must isolate. Your instructors are here to help, but be aware that it will require extra effort on your part to ensure you are completing the tasks and learning required of you for the course.

CALENDAR DESCRIPTION:

Exploration of performance management in evaluating organizational performance, management decision making, effective problem-solving skills and making recommendations for improvements to organizational operations.

COURSE DESCRIPTION

The course will build upon previous undergraduate courses in management and cost accounting as well as the ACCT 5121 Fundamental Accounting Concepts II course. It will focus on the use of cost accounting and performance measurement systems in evaluation organizational performance, board and governance control, ethics, management decision making, and effective problem-solving skills and making recommendations for improvements to organizational operations.

Learning Objectives:

1. Evaluate and make improvements to existing costing systems.
2. Identify and evaluate sources and drivers of revenue growth and evaluate their impact on corporate strategy.
3. Identify and evaluate enterprise performance.
4. Perform Root-Cause analysis and make recommendations for improvements in operations.
5. Identify and critically evaluate the relationship between costing systems and management compensation and incentive contracts.
6. Evaluate the role of the board of directors in managing performance, risk, governance and ethics.



Course Prerequisites: None

Textbook: Cost Management: A Strategic Emphasis, 9th Edition, Blocher Juras & Smith, McGraw-Hill Irwin, 2022. (Available in Carleton Bookstore or Online version)

Reference Texts/Articles: (on reserve at library)

- 1) Cost Accounting, 9th Cdn. Edition, Horngren et al., Pearson Canada. (8th edition is OK to use)
- 2) Management Control Systems, Merchant & Van de Stede, 4th Cdn. Edition, Prentice-Hall.
- 3) Articles as listed below as well as relevant components of National Policy and National Instruments (as appropriate).

Final Exam Date: Sunday, Dec. 10 (9AM – 1PM)

Drop Course Policy

The deadline for academic withdrawal is the last day of classes (each term).

The final grades are subject to the Dean's approval. In accordance with Carleton University's grading policy, the letter grades have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52

F = Below 50

WDN = Withdrawn from the course.

ABS = Student absent from final exam.

DEF = Deferred final exam.

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam.

Grading Scheme:

Individual Assignments (1 x 10%)	10%
Midterm	20%
Group Cases (2 x 12.5%)	25%
Final Examination	45%
Total	<u>100%</u>

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

Individual Assignment Critiques: The individual assignment involves selected cases requiring some integration of several concepts covered to date. They may require the identification of problems, the analysis of relevant information, and writing a memo/short report to management with recommendations. 4-5 page maximum. (1.5 line spacing)

Team Case: Team cases are comprehensive evaluation of selected advanced management accounting cases. The reports should be 8 - 12 pages in length, 1.5 line spacing, excluding major tables, exhibits, appendices, and preliminary matter, and be professional in style and format. Additional assignment questions will be posted on Brightspace.

Midterm and Final Exam. The midterm and final exam are comprehensive, covering the material of the entire course up to the point of evaluation. The final exam will be either in-person or on-line exam. The final exam will use e-proctoring for online exam writers.

Deferred Final Examination. Students unable to write a final examination because of illness or other 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 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.

Late Assignments: Late assignments and extensions will only be considered for cases of illness, family emergency, or other exceptional circumstances. Please contact me as soon as possible if these situations arise.

TEACHING/LEARNING METHODOLOGY

All class materials, including lecture notes and assigned readings, will be available to students electronically (copyright permitting) in advance of each class. Before each class, students are expected to review these materials, to attempt to solve practice problems (many can be completed using Excel), to answer a class preparation question posted on the online discussion forum, and to be fully prepared to discuss all related issues in class.

The key concepts are highlighted and discussed in videos, and then applied to solving more complex/comprehensive problems and short cases. The primary role of the instructor is to facilitate student learning by helping students understand and apply key concepts, and by providing them with regular feedback on their progress. This approach requires students to develop and apply significant self-management skills. Teamwork/leadership and communications skills are also demonstrated while working on group assignments and participating in class discussions and activities. Teams will ideally consist of 4 students. Each student is expected to participate equally in the evaluation and discussion of cases in class. Part of the participation grade will be based on student participation for these tasks.

The material in the textbook chapters indicated on the topical outline and schedule provides a review of competencies in management accounting, strategy and governance, and finance required in these areas for an entry into the CPA Canada Professional Education Program (PEP), and as a prerequisite for this course. The chapters and the related problems noted are primarily for self-study by students. Videos are dedicated to solving and discussing selected comprehensive problems and short cases, which address the core competencies of the PEP at the B-level or A-level, as well as enhance broader analytical and professional research skills associated with masters-level study. The topics on the topical outline and schedule are cross-referenced with the CPA Canada competency map in Appendix A. See Appendix B for a list of the CPA Canada Knowledge topics covered in this course.

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 (by week)

Class	Topic
1	Strategy Development, Implementation and Evaluation
2	Design and Evaluating Management Control and ERP Systems
3	Strategic Cost Management
4	Relevant Costing & Quantitative Cost Analysis
5	Quality Cost management (Cost of Quality, TQM, BPR, Statistical Process Control)
6	Pricing Systems & Target Setting
7	Capacity Management, Theory of Constraints
8	Performance Measurement Systems & Transfer Pricing
9	Balanced Scorecard / Income Statement Evaluation
10	Management Incentive Compensation System and Performance
11	Enterprise Risk Management, Corporate Social Responsibility and Board Governance
12	Management Control Governance and Ethics & Current Issues in Performance Management.

Class will be assumed to be on Wednesday; thus all classes and due dates will be as of Wednesdays.

Week	Topic	Reading	Case (For Weekly Class Discussion on Brightspace)	Hand-in Case (TBD)
1	Intro to Course: Strategy Overview and Performance Management	Strategy Development and Implementation and Evaluation		
2	Design and Evaluating Management Control and ERP Systems	Chapter 1 and 6 (Merchant) R1: The Changing Role of Management Accountants; Evidence from the Implementation of ERP systems in Large Organizations R2: Implementation of ERP Systems: Accounting and Auditing Implications	Case: Private Fitness Inc. (Merchant)	
3	Strategic Cost Management	R3: Strategic Cost Management: A Bird's Eye View	Case: Valjibhai Stones (IVEY): 9B14N009	
4	Relevant Costing & Quantitative Cost Analysis	Ch. 8 & 11 (Blocher)		Group Assignment: Wed. Sept.28
5	Quality Cost management (Cost of Quality, TQM, BPR,	Ch. 17 (Blocher), Ch. 20 (Horngren)	Case: Texas Instruments: Cost of Quality (A) (Ivey: 189029	

	Statistical Process Control)			
6	Pricing Systems & Target Setting	Ch. 13 (Blocher), Ch. 13 (Horngren)	Case: Seagram in Taiwan: Scotch and Cognac Pricing (IVEY: 9A98B015	Individual Assignment: Wed. Oct. 12
7	Capacity Management, Theory of Constraints	Ch. 13 & 15 (Blocher)	Case: Anwar Aluminum (IVEY: 9B14B001	
		Break Week – No Classes		
8	Performance Measurement Systems & Transfer Pricing	Ch. 16 & 19 (Blocher)	Case: Transfer Pricing at Cameco (IVEY: 9B14B011	Midterm Exam: Nov. 5
9	Balanced Scorecard	Ch. 18 (Blocher), Ch. 14 (Horngren)	Case: Chadwick Inc. (IVEY: 193091	
10	Management Incentive Compensation System and Performance	Ch. 20 (Blocher), Ch. 9 (Merchant)	Tsinghua Tongfang Co. Ltd (Merchant)	Group Assignment: Wed. Nov. 16
11	Enterprise Risk Management, Corporate Social Responsibility and Board Governance	Ch. 13 (Merchant) <i>R4: Aligning Corporate Governance and Enterprise Risk Management</i> <i>R5: Success Factors in Implementing Enterprise Risk Management</i> <i>R6: Enterprise Risk Management: integrating with Strategy and Performance</i>	Case: Entropic Communications, Inc. (Merchant)	
12	Management Control Governance and Ethics & Current Issues in Performance Management.	<i>R7: Improving Organizational Performance and Governance</i> <i>R8: Enhancing Board Oversight</i> <i>Current Issues in Performance Measurement</i>		
	Final Exam			Sun. Dec. 10, 9AM-1PM

Readings: These are all available on Brightspace also

R1: <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.661.6999&rep=rep1&type=pdf>

R2:

https://www.researchgate.net/publication/228948897_Implementation_of_ERP_systems_Accounting_and_auditing_implications

R3: http://www.indianmba.com/Faculty_Column/FC268/fc268.html

R4: <http://on-erm.blogspot.ca/2008/08/aligning-corporate-governance-with.html>

R5:

http://pdf.aminer.org/000/306/210/organizational_and_technological_critical_success_factors_behavior_along_the_erp.pdf

R6: <https://www.coso.org/Shared%20Documents/2017-COSO-ERM-Integrating-with-Strategy-and-Performance-Executive-Summary.pdf>

R7: <https://www.coso.org/Shared%20Documents/Improving-Organizational-Performance-and-Governance.pdf>

R8: <https://www.coso.org/Shared%20Documents/Enhancing-Board-Oversight.pdf>

Competency Map Coverage

2. STRATEGY AND GOVERNANCE												
2.1 Governance												
2.1.1 Evaluates the entity's governance structure (policies, processes, codes)	C		B	B	A		B		➤	➤	5121, 5131, 5129, 5135, 5137	A
2.1.2 Evaluates the specific role of the audit committee in governance	C		B	B			A		➤	➤	5121, 5131, 5129, 5135, 5137	A
2.1.3 Evaluates mechanisms used for compliance purposes	C		B	B	A		A		➤	➤	5121, 5131, 5129, 5135, 5137	A
2.1.4 Analyzes the specific role of the board in an entity's social responsibility strategy and sustainability	C			C	B				➤	➤	5121, 5131, 5129, 5135, 5137	B

2.2 Mission, Vision, Values, and Mandate													
2.2.1 Assesses whether management decisions align with the entity's mission, vision, and values	B		B	B	A					>	>	5121, 5131, 5129, 5135, 5137	A
2.3 Strategy Development													
2.3.1 Evaluates the entity's strategic objectives and related performance measures	B		B	B	A					>	>	5121, 5131, 5129, 5135, 5137	A
2.3.2 Evaluates the entity's internal and external environment and its impact on strategy development	B		B	B	A					>	>	5121, 5131, 5129, 5135, 5137	A
2.3.3 Evaluates strategic alternatives	B		B	B	A					>	>	5121, 5131, 5129, 5135, 5137	A
2.4 Strategy Implementation													
2.4.1 Analyzes the key operational issues and alignment with strategy	C		B	B	A					>	>	5121, 5131, 5129, 5135, 5137	A
2.5 Enterprise Risk Management													
2.5.1 Designs an effective risk management program and evaluates its impact on shareholder value	C		B	B	A					>	>	5121, 5131, 5129, 5135, 5137	A
3. MANAGEMENT ACCOUNTING													
3.1 Management Reporting Needs and Systems													
3.1.1 Evaluates management information requirements	B		A	A						>	>	5121, 5131, 5129, 5135,	A
3.1.2 Evaluates the types of information systems used and the role they play in an organization	C		B	B								5121, 5131, 5129, 5135, 5137	B
3.1.3 Recommends improvements to reporting systems to meet information needs	C		B	B	A					>	>	5121, 5131, 5129, 5135, 5137	A
3.1.4 Identifies ethical and privacy issues related to information technology	C		B	B	A							5121, 5131, 5129, 5135, 5137	A
3.2 Planning, Budgeting, and Forecasting													
3.2.1 Develops or evaluates information inputs for operational plans, budgets, and forecasts	B		A	A						>	>	5121, 5131, 5129, 5135, 5137	A
3.2.2 Prepares, analyzes, or evaluates operational plans, budgets, and forecasts	B		A	A						>	>	5121, 5131, 5129, 5135, 5137	A
3.2.3 Computes, analyzes, or assesses implications of variances	B		A	A						>	>	5121, 5131, 5129, 5135, 5137	A
3.3 Cost Management													
3.3.1 Evaluates cost classifications and costing methods for management of ongoing operations	A		A	A						>	>	5121, 5131, 5129, 5135, 5137	A
3.3.2 Evaluates and applies cost management techniques appropriate for specific costing decisions	B		B	B	A					>	>	5121, 5131, 5129, 5135, 5137	A
3.3.3 Recommends changes identified by applying process improvement methodologies	B		B	B	A					>	>	5121, 5131, 5129, 5135, 5137	A

3.3.4 Recommends cost management improvements across the entity	B			B	A														5121, 5131, 5129, 5135, 5137	A
3.4 Revenue Management																				
3.4.1 Evaluates sources and drivers of revenue growth	C			B	B	A													5121, 5131, 5129, 5135, 5137	A
3.5 Profitability Management																				
3.5.1 Performs sensitivity analysis	B			A	A														5121, 5131, 5129, 5135, 5137	A
3.5.2 Evaluates sustainable profit maximization and capacity management performance	B			A	A														5121, 5131, 5129, 5135, 5137	A
3.6 Organizational Performance Measurement																				
3.6.1 Evaluates performance using accepted frameworks	B			B	B	A													5121, 5131, 5129, 5135, 5137	A
3.6.2 Evaluates performance of responsibility centres	B				B	A													5121, 5131, 5129, 5135, 5137	A
3.6.3 Evaluates root causes of performance issues	B				B	A													5121, 5131, 5129, 5135, 5137	A
3.7 Individual Performance Measurement																				
3.7.1 Analyzes the implications of management incentive schemes and employee compensation methods	B			B	B	A													5121, 5131, 5129, 5135, 5137	A

➤ ENABLING COMPETENCIES																				
I Professional and Ethical Behaviour	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	ALL
II Problem Solving and Decision Making	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	ALL
III Communication	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	ALL
IV Self-Management	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	ALL
V Teamwork and Leadership	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	➤	ALL

Knowledge Topic Coverage

Role of Governance						
a) Governance structure				2.1.1	Evaluates the entity's governance structure	
• Roles, responsibilities, and duties of various levels of the organization in the strategic management process, including the board of directors, executive management, owners, and other stakeholders	C	B	A			5121 A
• Board of director self-evaluation	C	B	A			5121 A
• Role that ethics plays in good governance	C	C	B			5121 B
b) Auditor role				2.1.2	Evaluates the specific role of the audit committee in governance	
• Role of the internal auditor in ensuring good internal governance	C	B	A			5121, 5125 A
• Role of the external auditor (including audit risk model and audit liability)	C	B	A			5121, 5125 A
• Audit report follow-up/decisions made	C	B	A			5121, 5125 A
c) Compliance				2.1.3	Evaluates mechanisms used for compliance purposes	
• Role of regulatory bodies in ensuring good governance	C	B	A			5121 A
• Sarbanes-Oxley Act of 2002, and Canadian Securities Administrators' multilateral instruments on governance	C	B	A			5121 A
d) Corporate social responsibility				2.1.4	Analyzes the specific role of the board in an entity's social responsibility strategy and sustainability	
• Role of social responsibility and ethics within strategic management	C	C	B			5121 B
• Role of code of corporate conduct and ethical values with respect to governance issues	C	C	B			5121 B
• Role management incentives play in maintaining organizational compliance	C	C	B			5121 B
• Reporting mechanisms for compliance and risk issues	C	C	B			5121 B
• Corporate social responsibility and the triple bottom line	C	C	B			5121 B
• Sustainable organization and creation of sustainable stakeholder value	C	C	B			5121 B
• Environmental reporting and the role environmental factors have on strategy (e.g., carbon accounting)						5121 B
Environmental Scanning and Industry Analysis						
a) Mission, vision, values, and objectives				2.2.1	Assesses whether management decisions align with the entity's mission, vision, and values	
• Nature, role, and characteristics of vision and mission statements	B	B	A			5131, 5133 A
• Differences and relationships between vision, mission, and goals/objectives	B	B	A			5131, 5133 A
• Development of vision and mission statements	B	B	A			5131, 5133 A

• Financial and non-financial goals and objectives					5131, 5133	A
• Alignment of organizational activities with vision, mission, goals, and objectives	B	B	A		5131, 5133	A
• Alignment/integration of information systems with business objectives and success factors	B	B	A		5131, 5133	A
b) Environmental scan				2.3.2	Evaluates the entity's internal and external environment and its impact on strategy development	
• External analysis (PESTE and SWOT)	B	B	A		5131, 5133	A
• Profit pool analysis	B	B	A		5131, 5133	A
• External stakeholder analysis	B	B	A		5131, 5133	A
• Macro forces affecting organizations (economic, social, cultural, demographic, environmental, political, governmental, legal, technological, competitive)	B	B	A		5131, 5133	A
• Sources of external information (indexes, online databases, and library)	B	B	A		5131, 5133	A
• Monitoring of external trends and events	B	B	A		5131, 5133	A
• Internal structure, systems and processes, culture, financial capital, human capital, and intellectual capital of an organization	B	B	A		5131, 5133	A
• Internal analysis (value chain analysis, resource/capability/core-competence analysis)	B	B	A		5131, 5133	A
• Key success factors of the industry and forces driving industry competition	B	B	A		5131, 5133	A

<ul style="list-style-type: none"> Porter's Five Forces competitive/industry analysis concepts: barriers to entry, substitute products/services, bargaining power of suppliers and buyers, rivalry 	B	B	A		5131, 5133	A
<ul style="list-style-type: none"> Industry life-cycle theory 	B	B	A		5131, 5133	A
Creating Strategy						
a) Strategy formulation				2.3.1	Evaluates the entity's strategic objectives and related performance measures	
<ul style="list-style-type: none"> Nature and benefits of strategic management 	B	B	A		5131, 5133	A
<ul style="list-style-type: none"> Corporate, business, and functional levels of strategy 	B	B	A		5131, 5133	A
<ul style="list-style-type: none"> Alternative strategic vehicles, such as diversification (concentric, horizontal, conglomerate), defensive (divestiture, retrenchment), integration (forward, backward, horizontal), intensive (market penetration, market development, product development), and unbundling/outsourcing 	B	B	A		5131, 5133	A
<ul style="list-style-type: none"> Strategies (cost leadership, differentiation, focused/niche, best value, and integration of low cost and differentiation) 	B	B	A		5131, 5133	A
<ul style="list-style-type: none"> Business strategies at different stages of an industry's life cycle 	B	B	A		5131, 5133	A
<ul style="list-style-type: none"> Alternative approaches to growth (joint venture, alliance, merger, acquisition, and organic) 	B	B	A		5131, 5133	A

<ul style="list-style-type: none"> Internationalism (entering international markets; risks of doing so; differences in cultural, demographic, and market conditions by market; and types of foreign country entry strategies) 	B	B	A		5131, 5133	A
<ul style="list-style-type: none"> E-business in strategy 	B	B	A		5131, 5133	A
<ul style="list-style-type: none"> Customer value proposition 	B	B	A		5131, 5133	A
<ul style="list-style-type: none"> Performance measurement 	B	B	A		5131, 5133	A
<ul style="list-style-type: none"> Advantages/disadvantages of organizational performance measurement systems from a strategic perspective 	B	B	A		5131, 5133	A
b) Strategy implementation				2.4.1 Analyzes the key operational issues and alignment with strategy		
<ul style="list-style-type: none"> Strategic control 	C	B	A	3.1.3 Recommends improvements to reporting systems to meet information needs	5131, 5133	A
<ul style="list-style-type: none"> Role of corporate governance 	C	B	A		5131, 5133	A
<ul style="list-style-type: none"> Importance communication plays in strategy implementation 	C	B	A		5131, 5133	A
<ul style="list-style-type: none"> Advantages and disadvantages of organizational structures for a strategy (simple, divisional, and matrix designs; centralized and decentralized designs; narrow and broad span of control) 	C	B	A		5131, 5133	A
<ul style="list-style-type: none"> Employee recruitment, training, and retention 	C	B	A		5131, 5133	A
<ul style="list-style-type: none"> Performance measurement, evaluation and incentive systems, and their link to strategy 	C	B	A		5131, 5133	A
<ul style="list-style-type: none"> Role of belief systems and corporate values in supporting new strategies 	C	B	A		5131, 5133	A

• Role of organizational culture in strategy	C	B	A		5131, 5133	A
• Specific behaviour systems (codes of conduct, policy manuals, and procedures)	C	B	A		5131, 5133	A
• Change management	C	B	A		5131, 5133	A
• Nature and roles of operations, human resources, finance, marketing, and information technology in strategy implementation	C	B	A		5131, 5133	A
c) Strategy evaluation				2.3.3 Evaluates strategic alternatives		
• Practical framework for monitoring and evaluating financial and non-financial strategic objectives	B	B	A		5131, 5133	A
• Contingency planning	B	B	A		5131, 5133	A
d) Managing risk				2.5.1 Designs an effective risk management program and evaluates its impact on shareholder value		
• Different types of enterprise risk (strategic, operational, reporting, compliance)	C	B	A		5121	A
• Techniques for risk measurement and evaluation (examples: benchmarking, probabilistic models, sensitivity models, scenario analysis)	C	B	A		5121	A
• External risk and benefit analysis related to strategic objectives	C	B	A		5121	A
• Risk response alternatives (accept, share, transfer, reduce/mitigate, avoid)	C	B	A		5121	A
• Cost/benefit analysis of risk response alternatives	C	B	A		5121	A
• Risk management policies and procedures	C	B	A		5121	A

SECTION 3: MANAGEMENT ACCOUNTING

Management Accounting: Includes identifying management information needs and developing the systems required to meet those needs; planning, forecasting, budgeting, cost and revenue management for an entity; and performance measurement systems.

Management Reporting Needs and Systems						
a) System design, acquisition, and development methodology				3.1.3 Recommends improvements to reporting systems to meet information needs		
• Project and change management principles	C	B	A		5131	A
• Investigation and feasibility; e.g., cost, requirement fit, vendor stability, etc.	C	B	A		5131	A
• Request For Proposal (RFP) and Request For Information (RFI) processes	C	B	A		5131	A
• System analysis, and design concepts and techniques	C	B	A		5131	A
• Data conversion strategies and approaches	C	B	A		5131	A
b) Data integrity, privacy, confidentiality, and security principles	C	B	A	3.1.4 Identifies ethical and privacy issues related to information technology	5131	A

e) Scenario planning (business intelligence tool)	C	B		3.5.2 Evaluates sustainable profit maximization and capacity management performance	5121	B
f) Quantitative modeling (linear programming, regression analysis, cause and effect diagrams, etc.)	C	B				
g) Production planning in a scarce resources environment	B	B				
h) Theory of constraints	B	A				
Strategic Cost Management						

a) Costing strategies				3.3.3 Recommends changes identified by applying process improvement methodologies 3.3.4 Recommends cost management improvements across the entity	5131	A
• Generic strategies (cost leadership, differentiation, focused/niche, best value, and integration of low cost and differentiation)	C	B	A			
• Target costing	C	B	A			
• Continuous improvement	C	B	A			
b) Strategic supplier networks and relationships	C	B	A	3.3.4 Recommends cost management improvements across the entity	5131	A
c) Supply chain, value chain				3.4.1 Evaluates sources and drivers of revenue growth	5131	A
• Components and objectives of supply chain management (including the role of information technology)	C	B	A			

Quality Control and Quality Improvement						
a) Quality measurement systems and measures (e.g., Six Sigma)	C	B	A	3.3.3 Recommends changes identified by applying process improvement methodologies	5131	A
b) Concepts of quality, quality control, and quality assurance, for products and services	B	B	A			
c) Quality management tools: statistical process control, statistical quality control, Pareto analysis, process capability analysis, fishbone cause-and-effect diagram, scatter diagram, control chart	C	B	A	3.3.3 Recommends changes identified by applying process improvement methodologies	5131	A
				3.6.3 Evaluates root causes of performance issues	5131	A
d) Cost management methodologies, such as Total Quality Management (TQM), Business Process Management (BPM), and Lean Management	C	B	A	3.6.1 Evaluates performance using accepted frameworks	5131	A
e) Business process re-engineering (BPR) (i.e., benefits and potential problems of re-engineering)	C	B	A	3.1.3 Recommends improvements to reporting systems to meet information needs	5131	A

f) Business planning for IT applications and how information systems can facilitate business process re-engineering	C	B	A	3.6.1 Evaluates performance using accepted frameworks 3.6.3 Evaluates root causes of performance issues		
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Pricing Decisions

a) Industry structure				3.4.1 Evaluates sources and drivers of revenue growth		
• Competitive markets and perfect competition	C	B	A		5131	A
• Monopoly, oligopoly, and monopolistic competition	C	B	A		5131	A
b) Pricing strategies						
• Factors that affect demand for a product or service and have an impact on pricing	C	B	A		5131	A
• Various approaches to pricing (cost-based, demand-based, target-based, life cycle-based, and value-based; reverse engineering pricing strategy)	C	B	A		5131	A
c) Cost-plus compared to fixed price contract	C	B	A		5131	A
d) Product differentiation, mix, and marketing						
• Customer relationship management (CRM)	C	B	A		5131	A
• Product life cycle (stages, characteristics, market positioning, dimensions, domestic and international markets)	C	B	A		5131	A
• Product line sales and profits calculations					5131	A

e) Sourcing (insource, outsource, contracting) – also see relevant costing, (i.e., risks and costs associated with outsourcing/offshoring/ contracting)	C	B	A	3.3.1 Evaluates cost classifications and costing methods for management of ongoing operations 3.3.2 Evaluates and applies cost management techniques appropriate for specific costing decisions 3.4.1 Evaluates sources and drivers of revenue growth	5131	A
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Transfer Pricing

• Objectives, advantages/disadvantages/ selection/ application of appropriate transfer pricing methods (market price, variable cost, full cost, negotiated), behavioural implications, and consideration of transfer pricing policies	B	B	A	3.4.1 Evaluates sources and drivers of revenue growth 3.6.2 Evaluates performance of responsibility centres	5131	A
• Transfer price calculations	C	B	A		5131	A
• International transfer pricing considerations: differences from domestic transfer pricing, influencing factors (exchange rates, tax rate, duties, political climate, repatriation of profits), objectives, behavioural implications	C	C	B		5131	B

Management Evaluation Tools						
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e) Capacity requirements planning (CRP)/capacity management	C	B	A	3.5.2 Evaluates sustainable profit maximization and capacity management performance 3.6.1 Evaluates performance using accepted frameworks	5121	A
f) Balanced scorecard	C	B	A	3.6.1 Evaluates performance using accepted frameworks 3.6.3 Evaluates root causes of performance issues	5121	A
g) Enterprise resource planning	C	B	A	3.1.3 Recommends improvements to reporting systems to meet information needs 3.6.1 Evaluates performance using accepted frameworks	5121	A
h) Advantages and disadvantages of various organizational performance measurement systems	C	B	B	3.6.1 Evaluates performance using accepted frameworks	5121	B
Individual Performance Measurement						
a) Types of performance measurement, evaluation, and incentive systems	B	B	A	3.7.1 Analyzes the implications of management incentive schemes and employee compensation methods	5131	A

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

(If peer evaluation will be used as an input when assigning grades to group work, specify the procedure. An example appears below.)

Peer Evaluation for Group Work

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

Letter Grades:

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

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations:

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

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

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 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/>

Covid-19 Information:

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are [a number of actions you can take](#) to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you're sick, washing your hands and maintaining proper respiratory and cough etiquette.

Feeling sick? Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton's [symptom reporting protocols](#).

Masks: Carleton has paused the [COVID-19 Mask Policy](#), but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.

Vaccines: Further, while proof of vaccination is no longer required as of May 1 to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in [cuScreen](#) as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's COVID-19 response and health and safety requirements please see the [University's COVID-19 website](#) and review the [Frequently Asked Questions \(FAQs\)](#). Should you have additional questions after reviewing, please contact covidinfo@carleton.ca.
