

# COURSE SYLLABUS



COURSE TITLE:	Acct 420
CLASS SECTION:	D01
TERM:	Fall 2022
COURSE CREDITS:	3
DELIVERY METHOD(S):	<b>Online</b> – 14 weeks W 6:00-8:50PM

Camosun College campuses are located on the traditional territories of the Ləkʷəŋən and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here. Learn more about Camosun's [Territorial Acknowledgement](#).

For COVID-19 information please visit <https://camosun.ca/about/covid-19-updates>

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*Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable explanation in advance, you will be removed from the course and the space offered to the next waitlisted student.*

## INSTRUCTOR DETAILS

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NAME: Andrew Dean  
EMAIL: [deana@camosun.bc.ca](mailto:deana@camosun.bc.ca)  
OFFICE: CBA 261  
HOURS: Please see schedule on office door

*As your course instructor, I endeavour to provide an inclusive learning environment. However, if you experience barriers to learning in this course, do not hesitate to discuss them with me. Camosun College is committed to identifying and removing institutional and social barriers that prevent access and impede success.*

## CALENDAR DESCRIPTION

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As the final course in the management accounting course trilogy, Acct 420 is an advanced management accounting course that prepares participants to support their organization's success by contributing to sound decision making. Students will prepare contextually-relevant information and model value creation through comprehensive analysis and provision of information that enables and supports organizations to plan, implement and control the execution of strategy. Students gain experience in the application of management cost accounting tools and concepts using case analysis.

### PREREQUISITES:

- C in ACCT 320
- Equivalencies in Acct 220

## COURSE LEARNING OUTCOMES / OBJECTIVES

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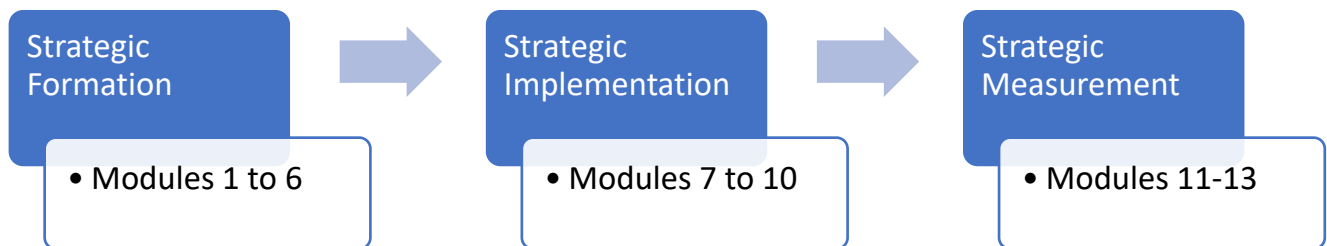
As the final course in the management accounting trilogy, Acct 420 is an advanced management accounting course that prepares participants to support their organization's success by contributing to sound decision making and strategy design/implementation. Students will prepare contextually-relevant information and model value-creation through the comprehensive analysis and provision of information that enables and supports organizations to **plan, implement** and **control** the execution of **strategy**. Students gain experience in the application of management accounting tools and concepts using case analysis and review of business journals.

Upon successful completion of this course, the student will be able to:

1. Analyze and assess the appropriate management accounting tools and concepts to apply to moderately complex business and/or accounting situations.
2. Develop responses and design frameworks that may be used by management accounting professionals to inform and support organizational decisions.
3. Demonstrate case analysis and research skills using established approaches expected of an accounting professional.
4. Demonstrate and assess the pervasive competencies required of an accounting professional including ethical decision making, teamwork, and leadership.

### Learning Summary:

Accounting 420 navigates through three meta-themes: Strategic Formation, Strategic Implementation, & Strategic Measurement (which leads to re-formation)



### REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

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- (a) Texts 1  
**Mastering Strategic Management. (MSM)** Dave Ketchen , Auburn University, Jeremy Short , University of Oklahoma (Available in PDF on D2L course page)  
<https://open.bccampus.ca/find-open-textbooks/?uuid=807b5297-67ba-4e65-8dc7-c871e6c633ac>

Text 2:

**Cost Accounting: A Managerial Emphasis. (CAME)** Horngren, Datar, Rajan, Beaubien, and Graham. 9th Canadian Edition. (Note: the 7<sup>th</sup> or 8<sup>th</sup> editions will be sufficient)

Articles: (Provided in class and through the Camosun Library) **(Art.)**

- (a) **Having Trouble with Your Strategy? Then Map It.** Robert S Kaplan & David P Norton
- (b) **Customer Intimacy and Other Value Disciplines.** Michael Treacy & Fred Wiersema
- (c) **When to Ally and When to Acquire.** Jeffrey Dyer, Prashant Kale & Harbir Singh
- (d) **The Core Competence of the Corporation.** CK Prahalad & Cary Hamel
- (e) **How to Map Your Industry's Profit Pool.** Orit Gadiesh & James L Gilbert

- (f) **20 Questions Directors of Not-For-Profit Orgs. Should Ask about Risk.** CICA - Hugh Lindsay
- (g) **Six Dangerous Myths About Pay.** Jeffrey Pfeffer
- (h) **Franchisor Strategy and Firm Performance.** William Gillis & James Combs
- (i) **Entrepreneurs' Capital Budgeting Orientations and Innovation** (Real Options Reasoning).  
Mathew Hayward
- (j) **On the folly of rewarding A, while hoping for B.** Steven Kerr

Please note that all of the above-mentioned readings will be tested on.

- (b) A calculator is recommended. (Non-programmable – Recommend the BA2+)
- (c) This is an online course, and it is expected that students have a microphone and webcam along with a strong Internet connection. Exams will be online (invigilated live or through monitoring software using a microphone and webcam). Please see Camosun's Online Learning requirements at <http://camosun.ca/services/orientation/online-learning.html>. Please contact the library early in the semester if you need a loaner laptop or a wireless Internet hotspot. You have the option to write the midterm and final exam on campus. If you write the midterm or final remotely, you will require a strong internet connection, webcam and microphone, and full-length mirror as the examinations are supervised with examination protocols.

## COURSE SCHEDULE, TOPICS, AND ASSOCIATED PREPARATION / ACTIVITY / EVALUATION

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The following schedule and course components are subject to change with reasonable advance notice, as deemed appropriate by the instructor.

When	Module	CAME	MSM	Art.	Topics
Week 1 Sep5-Sep9 *Labour day holiday on Monday	<b>Module 1</b> Intro, Ethos, Terms, & Generic Strategy		1.1-2  5.1-6 8.1-5		<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Professionalism</li> <li>• Professional Acumen of the Management Accountant</li> <li>• Ethic of Professionals</li> <li>• Learning Ethos</li> <li>• Overarching Goals – Growth</li> <li>• Terms &amp; Generic Strategies               <ul style="list-style-type: none"> <li>• Corporate, Business, &amp; Functional Levels of Strategy</li> <li>• Lifecycle Curve Analysis</li> <li>• Intensive Strategies</li> <li>• Integration Strategies</li> <li>• Defensive Strategies</li> <li>• Reduction Strategies</li> </ul> </li> </ul>
Week 2 Sep 12-Sep16	<b>Module 2</b> Strategic Process, Scorecard, & Mapping	Ch 14 LO 3 (Ch 13 LO3 in 8 <sup>th</sup> )	1.4 2.2	(a)	<ul style="list-style-type: none"> <li>• Strategic Management Models</li> <li>• The Balanced Scorecard</li> <li>• Strategy Mapping</li> <li>• Introduction to Strategic Objectives</li> </ul>
Week 3	<b>Module 3</b>		7.1-4		<ul style="list-style-type: none"> <li>• Ethics of Internationalism</li> </ul>

Sep19-Sep23	Ethics, Value Propositions, Data Analytics, & Internationalism				(b)	<ul style="list-style-type: none"> <li>Ethical considerations in the Balanced Scorecard</li> <li>Customer Value Propositions</li> <li>Industry Examples of Value Proposition Utilization</li> </ul>
Week 4 Sep26-Sep30	<b>Module 4</b> Strategy of Data Analytics	Ch 12 LO 2,7 (Not in 8 <sup>th</sup> )				<ul style="list-style-type: none"> <li>Framework for Employing Data Analytics</li> <li>Integration with Strategy</li> <li>Data Analytics as a Key Part of Strategy Mapping</li> <li>Industry Examples of Data-led Processes</li> </ul>
Week 5 Oct3-Oct7	<b>Module 5</b> Accelerated Growth, Acquisitions, & Alliances		6.3		(c)	<ul style="list-style-type: none"> <li>Growth Saturation (Excel)</li> <li>Acquisitions &amp; Alliances</li> <li>In-class Long Answer Problem <ul style="list-style-type: none"> <li>Ethos of Strong Report Writing</li> <li>Professionalism as a Consultant</li> <li>Roles and Duties of a Management Accountant</li> </ul> </li> </ul>
Week 6 Oct10-Oct14 *Thanksgiving holiday on Monday	<b>Module 6</b> Competency Development, Vision, Mission, Risk, & Cost Structures		2.1		(d) (e) (f)	<ul style="list-style-type: none"> <li>Competency Development</li> <li>Mission, Vision, Values, &amp; Goals</li> <li>Managing Risk</li> <li>Risk Sensitivity Models</li> </ul>
Week 7 Oct 17-Oct21	<b>Module 7</b> Environmental Scanning & Decision-Making Frameworks	Ch 14 LO 1 (Ch 13 LO 1 in 8 <sup>th</sup> )	3.1-4 4.5  10.3			<ul style="list-style-type: none"> <li>Decision Making Framework</li> <li>External Scanning Tools <ul style="list-style-type: none"> <li>PESTE, SWOT, 5 Forces, Stakeholder Analysis, Profit Pools, Macro Forces, Lifecycle Analysis</li> </ul> </li> <li>Internal Scanning Tools <ul style="list-style-type: none"> <li>Value Chain, Core Competencies &amp; Intellectual/Financial Capital, KSF/KR</li> </ul> </li> <li>Biases &amp; Logic identification</li> <li>Professional Communication</li> </ul> <p><b>Quizzes 1-7 are due Oct 22 @11:00pm</b></p>
Weeks 8 Oct 24-Oct28	<b>Midterm Exam</b>					Exam is cumulative to date <b>Date: Wed Oct 26 - Held during regular class time</b>
Week 9 Oct31-Nov4	<b>Module 8</b> Corporate Governance & Ethics	Ch 23 LO 1 (Ch 22 LO 1 in 8 <sup>th</sup> )	2.3 10.1-2			<ul style="list-style-type: none"> <li>The Corporate Model, Incentives, &amp; Agency Problem</li> <li>Board of Directors Roles &amp; Responsibilities</li> <li>Conflicts of Interest</li> <li>Predatory Takeovers/Acquisitions</li> <li>Morals Orientations</li> <li>Industry Examples of Management Accounting Best Practices in Conflict with Environmental Ethics</li> </ul>

Week 10 Nov7-Nov11 *Remembrance Day Nov11	<b>Module 9</b> Strategic Implementation Tools	Ch 23 LO 5 (Ch 22 LO 5 in 8 <sup>th</sup> )	9.1-3,5 9.4	(g)	<ul style="list-style-type: none"> <li>Strategic Uses of: <ul style="list-style-type: none"> <li>Organizational Structure</li> <li>Control Types</li> <li>Decentralized &amp; Centralized (&amp; in Mod 11)</li> <li>Span of Control</li> </ul> </li> <li>Communication</li> <li>Employee Management &amp; Motivation</li> <li>Culture, Beliefs, Values &amp; Behaviour Systems</li> <li>Management by Objective (&amp; in Mod 11)</li> </ul>
Week 11 Nov14-Nov18	<b>Module 10</b> Quality Control & Improvement	Ch 10 LO 7 (Same in 8 <sup>th</sup> )  Ch 6 LO 5 (Same in 8 <sup>th</sup> )		(h)	<ul style="list-style-type: none"> <li>Decentralized &amp; Centralized (Continued)</li> <li>Quality Measurement Systems (TQM, Six Sigma, etc.)</li> <li>Concepts of Quality, Quality Control, &amp; Quality Assurance</li> <li>Quality Management Tools</li> <li>Cost Management Methodologies</li> <li>Business Process Re-engineering</li> <li>Types of Budgeting</li> </ul>
Week 12 Nov21-Nov25	<b>Module 11</b> Management Evaluation & Measurement	Ch 6 LO 4 Ch 7 LO 5 (Same in 8 <sup>th</sup> )  Ch 5 LO 5 (Same in 8 <sup>th</sup> )		(i)	<ul style="list-style-type: none"> <li>Responsibility Centres</li> <li>Performance Management by Variances</li> <li>Variance Reaction and Interconnectivity</li> <li>Monitoring &amp; Measurement Systems</li> <li>Not-for-Profit &amp; Government Evaluation</li> <li>Organizations</li> <li>Activity Based Management</li> <li>Best Practices</li> </ul>
Week 13 Nov28-Dec2	<b>Module 12</b> Strategic Profitability Analysis	Ch 14 LO 4 Ch 14 LO 5 (Ch 13 LO 4&5 in 8 <sup>th</sup> )			<ul style="list-style-type: none"> <li>Strategic Profitability Analysis</li> <li>Capacity Management</li> </ul>
Weeks 14 Dec5-Dec9	<b>Module 13</b> Performance Measurement & Management	Ch 21 LO 6 Ch 23 LO 1 Ch 23 LO 4 (Ch 20 LO 6 & Ch 22 LO 1&4 in 8 <sup>th</sup> )		(j)	<ul style="list-style-type: none"> <li>Evaluation &amp; Incentive Systems</li> <li>Financial &amp; Non-financial measurement</li> </ul> <p><b>Quizzes 8-13 are due Dec 10 @11:00pm</b></p> <p><b>Final exam date to be announced</b></p>

Students registered with the Centre for Accessible Learning (CAL) who complete quizzes, tests, and exams with academic accommodations have booking procedures and deadlines with CAL where advanced noticed is required. Deadlines scan be reviewed on the [CAL exams page](http://camosun.ca/services/accessible-learning/exams.html). <http://camosun.ca/services/accessible-learning/exams.html>

## EVALUATION OF LEARNING

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DESCRIPTION	WEIGHTING
D2L Quizzes	26%
Midterm Exam	30%
Final Exam	44%
	<b>TOTAL</b>
	100%

If you have a concern about a grade you have received for an evaluation, please come and see me as soon as possible. Refer to the [Grade Review and Appeals](http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf) policy for more information.  
<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

## COURSE GUIDELINES & EXPECTATIONS

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The evening version of Camosun courses are shorter in duration than the daytime classes. Because of this, evening classes are comprised of both synchronous and asynchronous content to compensate for the reduced time spent in class. The synchronous content includes two hours and fifty minutes of instruction per week and fifty minutes of asynchronous material. Students are therefore expected to access the asynchronously resources that are made available on the course D2L site and through the recommendations of the instructor to ensure that equivalent material is covered between the evening and day sections of this class.

## SCHOOL OR DEPARTMENTAL INFORMATION

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Grading System. Standard grading system (GPA). See Camosun College (2019) Grading from:  
<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf>

Percentage	Grade	Description	Grade Point Equivalency
90-100	A+		9
85-89	A		8
80-84	A-		7
77-79	B+		6
73-76	B		5
70-72	B-		4
65-69	C+		3
60-64	C		2
50-59	D	Minimum level of achievement for which credit is granted; a course with a "D" grade cannot be used as a prerequisite.	1
0-49	F	Minimum level has not been achieved.	0

## STUDENT RESPONSIBILITY

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Enrolment at Camosun assumes that the student will become a responsible member of the College community. As such, each student will display a positive work ethic, assist in the preservation of College property, and assume responsibility for their education by researching academic requirements and policies;

demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

## SUPPORTS AND SERVICES FOR STUDENTS

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Camosun College offers a number of services to help you succeed in and out of the classroom. For a detailed overview of the supports and services visit <http://camosun.ca/students/>.

Support Service	Website
Academic Advising	<a href="http://camosun.ca/advising">http://camosun.ca/advising</a>
Accessible Learning	<a href="http://camosun.ca/accessible-learning">http://camosun.ca/accessible-learning</a>
Counselling	<a href="http://camosun.ca/counselling">http://camosun.ca/counselling</a>
Career Services	<a href="http://camosun.ca/coop">http://camosun.ca/coop</a>
Financial Aid and Awards	<a href="http://camosun.ca/financialaid">http://camosun.ca/financialaid</a>
Help Centres (Math/English/Science)	<a href="http://camosun.ca/help-centres">http://camosun.ca/help-centres</a>
Indigenous Student Support	<a href="http://camosun.ca/indigenous">http://camosun.ca/indigenous</a>
International Student Support	<a href="http://camosun.ca/international/">http://camosun.ca/international/</a>
Learning Skills	<a href="http://camosun.ca/learningskills">http://camosun.ca/learningskills</a>
Library	<a href="http://camosun.ca/services/library/">http://camosun.ca/services/library/</a>
Office of Student Support	<a href="http://camosun.ca/oss">http://camosun.ca/oss</a>
Ombudsperson	<a href="http://camosun.ca/ombuds">http://camosun.ca/ombuds</a>
Registration	<a href="http://camosun.ca/registration">http://camosun.ca/registration</a>
Technology Support	<a href="http://camosun.ca/its">http://camosun.ca/its</a>
Writing Centre	<a href="http://camosun.ca/writing-centre">http://camosun.ca/writing-centre</a>

If you have a mental health concern, please contact Counselling to arrange an appointment as soon as possible. Counselling sessions are available at both campuses during business hours. If you need urgent support after-hours, please contact the Vancouver Island Crisis Line at 1-888-494-3888 or call 911.

## COLLEGE-WIDE POLICIES, PROCEDURES, REQUIREMENTS, AND STANDARDS

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### Academic Accommodations for Students with Disabilities

The College is committed to providing appropriate and reasonable academic accommodations to students with disabilities (i.e. physical, depression, learning, etc). If you have a disability, the [Centre for Accessible Learning](#) (CAL) can help you document your needs, and where disability-related barriers to access in your courses exist, create an accommodation plan. By making a plan through CAL, you can ensure you have the

appropriate academic accommodations you need without disclosing your diagnosis or condition to course instructors. Please visit the CAL website for contacts and to learn how to get started:

<http://camosun.ca/services/accessible-learning/>

### Academic Integrity

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf> for policy regarding academic expectations and details for addressing and resolving matters of academic misconduct.

### Academic Progress

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.1.pdf> for further details on how Camosun College monitors students' academic progress and what steps can be taken if a student is at risk of not meeting the College's academic progress standards.

### Course Withdrawals Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <http://camosun.ca/learn/fees/#deadlines>.

### Grading Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf> for further details about grading.

### Grade Review and Appeals

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

### Mandatory Attendance for First Class Meeting of Each Course

Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable reason in advance, you will be removed from the course and the space offered to the next waitlisted student. For more information, please see the "Attendance" section under "Registration Policies and Procedures"

(<http://camosun.ca/learn/calendar/current/procedures.html>) and the Grading Policy at

<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf>.

### Medical / Compassionate Withdrawals

Students who are incapacitated and unable to complete or succeed in their studies by virtue of serious and demonstrated exceptional circumstances may be eligible for a medical/compassionate withdrawal. Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.8.pdf> to learn more about the process involved in a medical/compassionate withdrawal.

### Sexual Violence and Misconduct

Camosun is committed to creating a campus culture of safety, respect, and consent. Camosun's Office of Student Support is responsible for offering support to students impacted by sexual violence. Regardless of when or where the sexual violence or misconduct occurred, students can access support at Camosun. The



Office of Student Support will make sure students have a safe and private place to talk and will help them understand what supports are available and their options for next steps. The Office of Student Support respects a student's right to choose what is right for them. For more information see Camosun's Sexualized Violence and Misconduct Policy: <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.9.pdf> and [camosun.ca/sexual-violence](http://camosun.ca/sexual-violence). To contact the Office of Student Support: [oss@camosun.ca](mailto:oss@camosun.ca) or by phone: 250-370-3046 or 250-3703841

### Student Misconduct (Non-Academic)

Camosun College is committed to building the academic competency of all students, seeks to empower students to become agents of their own learning, and promotes academic belonging for everyone. Camosun also expects that all students to conduct themselves in a manner that contributes to a positive, supportive, and safe learning environment. Please review Camosun College's Student Misconduct Policy at <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.5.pdf> to understand the College's expectations of academic integrity and student behavioural conduct.

**Changes to this Syllabus:** Every effort has been made to ensure that information in this syllabus is accurate at the time of publication. The College reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.