

Module specification

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Module code	BUS7B71
Module title	Strategic Management Accounting
Level	7
Credit value	30
Faculty	Wrexham University: Faculty of Social and Life Sciences Bloomsbury Institute: School of Business and Accounting
Module Leader	Dr Julian Sims
HECoS Code	100836
Cost Code	GAMG

Programmes in which module to be offered.

Programme title	Is the module core or option for this programme
MSc Accounting and Finance	Core

Pre-requisites

None

Breakdown of module hours

Learning and teaching hours	33 hrs
Placement tutor support	0 hrs
Supervised learning e.g., practical classes, workshops	11 hrs
Project supervision (level 6 projects and dissertation modules only)	0 hrs
Total active learning and teaching hours	44 hrs
Placement / work-based learning	0 hrs
Guided independent study	256 hrs
Module duration (total hours)	300 hrs

For office use only	
Initial approval date	21 July 2023
With effect from date	October 2023

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Date and details of revision	
Version number	

Module aims.

The aim of this module is to enable students to understand and apply strategic management accounting and decision-making theory, tools and techniques. Students explore how management accounting techniques can be integrated into the strategic decision-making process and places management accounting clearly within the context of strategic management of the business. The implementation of appropriate management accounting systems to complement different strategies is explored in detail. Applications, cases, and examples include multinational organizations, SMEs, non-profit organizations and government.

On successful completion of this module students should be able to demonstrate a good understanding of how management accounting contributes to organisational strategic decision making. They should also understand both the theoretical principles of strategic management accounting and its practical application for the provision and analysis of management accounting data about a business and its competitors, for use in developing and monitoring business strategy.

Module Learning Outcomes - at the end of this module, students will be able to:

1	Critically discuss and debate key theories and concepts within Strategic Management Accounting that contribute to organisational decision making.
2	Critically analyse and discuss the theoretical aspects of strategy and Strategic Management Accounting.
3	Analytically evaluate how Strategic Management Accounting can contribute to organisational decision making.
4	Show significant perception of differing perspectives and methods in the application of Strategic Management Accounting tools, techniques, models, and theories in a real-world setting.
5	Critically analyse and interpret data; and to communicate, advise, present and debate problems in Strategic Management Accounting to non-accountants.

Assessment

This section outlines the type of assessment task the student will be expected to complete as part of the module. More details will be made available in the relevant academic year module handbook.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)
1	1, 4	In-class test	40%

2	2, 3, 5	Examination	60%
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Indicative Assessment 1: In-class test

The in-class test is a multiple-choice test and will include more in-depth questions using case studies/real world settings. The test will require students to understand fundamental concepts of Strategic Management Accounting and to read, understand and interpret case study problems, calculating solutions to complex problem sets.

Indicative Assessment 2: Final Examination - individual submission

This is a summative unseen three-hour closed book final examination, which will require a comprehensive understanding of the theories, techniques and concepts of Strategic Management Accounting. It will test the students' theoretical and problem-solving skills.

Derogations

None

Learning and Teaching Strategies

The module will be completed over one term.

Students will undertake 2-weeks of pre-reading and online activities.

The module is taught through lectures, seminars, and workshops.

Lectures provide a broad outline structure for each topic to be covered. Lectures offer a good way of covering a lot of information and, more importantly, of conveying ideas to many people at once.

Seminars enable students to undertake directed self-study and to answer questions and solve problems which are set by the lecturer. Students will present their answers and solutions within the seminar group. Seminars enable students to explore further the topics introduced in the lectures.

Workshops follow on from lectures and seminars. They are designed to enable students to work within a small group to perform set tasks (e.g. working on an exercise or case study). They reinforce proactive learning by providing opportunities for discussion and interaction.

The seminar/workshop groups are relatively small, thereby enabling students to develop a deep understanding.

Student digital literacies are developed on this module through the use of:

- Online libraries and databases for gaining access to full-text journal articles and eBooks.
- Communication channels provided through the VLE and learning technology applications.
- Online group-work, for planning, developing, improving, submitting and reflecting on collaborative work completed as part of the module.

- Assessment and feedback tools such as formative Multiple-Choice Tests/Quizzes, Turnitin and the VLE's Gradebook – enabling timely and detailed feedback on student work.
- Web-based Office 365.

Indicative Syllabus Outline

- Cost management and cost transformation methodology to manage costs and improve profitability.
- Quality management methodologies.
- Value management techniques to manage costs and improve value creation.
- Overview of capital investment decisions.
- Pricing strategies.
- Performance of responsibility centres and report preparation.
- Approaches to the performance and control of organisations.
- Behavioural and transfer pricing issues in relation to responsibility centres.
- Risk and uncertainty associated with medium-term decision-making.
- Types of risk in the short and medium term.

Indicative Bibliography:

Please note the essential reads and other indicative reading are subject to annual review and update.

Essential Reads

Ward, K. (2012). Strategic management accounting. Routledge.

Tayles M, Drury C. (2020). Management and Cost Accounting, 11th Ed. Cengage.

Other indicative reading

De Mooij, R., & Liu, L. (2020). At a cost: The real effects of transfer pricing regulations. *IMF Economic Review*, 68, 268-306.

Egbunike, F. C., Ogbodo, O. C., & Onyali, C. I. (2014). Utilizing strategic management accounting techniques (SMATs) for sustainability performance measurement. *Research Journal of Finance and Accounting*, 5(13), 140-153.

Liu, H. (2010). Dynamics of pricing in the video game console market: skimming or penetration?. *Journal of marketing research*, 47(3), 428-443.

Nixon, B., & Burns, J. (2012). The paradox of strategic management accounting. *Management Accounting Research*, 23(4), 229-244.

Ojra, J., Opute, A. P., & Alsolmi, M. M. (2021). Strategic management accounting and performance implications: a literature review and research agenda. *Future Business Journal*, 7(1), 64.

Oyewo, B. (2021). Do innovation attributes really drive the diffusion of management accounting innovations? Examination of factors determining usage intensity of strategic management accounting. *Journal of Applied Accounting Research*.

Oyewo, B. (2022). Contextual factors moderating the impact of strategic management accounting on competitive advantage. *Journal of Applied Accounting Research*, 23(5), 921-949.

Rogers, H., & Oats, L. (2022, January). Transfer pricing: changing views in changing times. In *Accounting Forum* (Vol. 46, No. 1, pp. 83-107). Routledge.

Spicer, B. H. (1988). Towards an organizational theory of the transfer pricing process. *Accounting, Organizations and Society*, 13(3), 303-322.

Urquidi, A. J. (2008). An introduction to transfer pricing. *The New School Economic Review*, 3(1), 27-45.

Recommended websites:

<https://www.accaglobal.com/gb/en/student/exam-support-resources/fundamentals-exams-study-resources/f2.html> ACCA

<https://www.cfainstitute.org/en/events/professional-learning> CFA

<https://www.cimaglobal.com/Research--Insight/Management-accounting-in-support-of-the-strategic-management-process/> CIMA

<https://www.cpaaustralia.com.au/become-a-cpa/completing-the-cpa-program/subjects-and-course-guide/strategic-management-accounting> CAP (Aus)

<https://www.icaew.com/for-current-aca-students/exam-resources/advanced-level/strategic-business-management-module-study-resources> ICAEW

www.ft.com Financial Times.

www.bloomberg.com Bloomberg website. You can assess to Bloomberg online live programmes.

www.investorlink.com This is a webpage linking to various homepages of financial issues.

Journals

Accounting Forum

Accounting, Organizations and Society

Advances in Management Accounting

Contemporary Accounting Research

Journal of Accounting Research

Journal of Applied Accounting Research

Journal of Management Accounting Research

Management Accounting Frontiers

Management Accounting Research

Employability skills – the Wrexham Graduate

Each module and programme is designed to cover core Wrexham Graduate Attributes with the aim that each Graduate will leave Wrexham having achieved key employability skills as part of their study. The following attributes will be covered within this module either through the content or as part of the assessment. The programme is designed to cover all attributes and each module may cover different areas.

Core Attributes

Engaged
Enterprising
Creative
Ethical

Key Attitudes

Commitment
Curiosity
Resilience
Confidence
Adaptability

Practical Skillsets

Digital Fluency
Organisation
Leadership and Team working
Critical Thinking
Emotional Intelligence
Communication