

Unit Title	Strategic Management Accounting
Programme(s)/Course	BA Business Studies, BA Business Administration, Combined Honours
Level	6
Semester	2
Ref No:	BAF-6-SMA
Credit Value	10 Credits
Student Study hours	Contact hours: 26 Student managed learning hours: 74
Pre-requisite learning	Level 6 "Management Accounting & Control" Level 6 "Business Performance Management"
Co-requisites	None
Excluded combinations	None
Unit Coordinator	Barry McCarthy
[Name + e mail address]	mccarthb@lsbu.ac.uk
Parent Department	Accounting & Finance
Parent Course	BA Business Studies
Description [100 words max]	This unit will build upon prior knowledge gained from Management Accounting & Control, Business Performance Management and Strategic Management. The unit will consider the strategic aspects of management accounting and explore current issues in management accounting. Students will be expected to critically evaluate management accounting techniques encountered in the past.
JACS Code	
Aims	The unit aims to open students' minds to the strategic aspects of and current issues in management accounting. The unit also aims to give students a thorough understanding of the difficulties and problems associated with management accounting in a fair and unbiased manner.
Learning outcomes	Knowledge and Understanding: On completion of this unit, students should be able to:

	<ul style="list-style-type: none"> • Discuss intelligently current issues in management accounting. • Understand how management accounting fits into the overall strategic planning system of an organisation. • Suggest suitable management accounting systems for different types of organisations. <p>Intellectual Skills:</p> <p>On successful completion of this unit students will be able to:</p> <ul style="list-style-type: none"> • Apply theory to practice in a critical manner • Combine different disciplines and apply them to the problems under consideration. <p>Practical Skills</p> <p>On successful completion of the unit students will be able to:</p> <ul style="list-style-type: none"> • Explain and critically evaluate various key theories and techniques of management accounting. • Apply appropriate statistical techniques for the collection, presentation and interpretation of data as a basis for managerial decision making. • Report, present, analyse and manipulate management information and critically appraise the same. • Evaluate a range of information for strategic inputs and management decision-making; <p>Transferable Skills</p> <p>On successful completion of this unit students will be able to:</p> <ul style="list-style-type: none"> • Research and information gathering. • Analysis and data manipulation and presentation. • Information and data evaluation and interpretation. • Presentation of oral and written information. • Problem-solving methodologies. • Influencing skills.
Employability	<p>On completion of this unit students should have sufficient knowledge and understanding of the strategic issues facing organisations with regard to management accounting as applied to the analysis, interpretation and presentation of information for planning, control and decision making to be able to apply them in the employment market.</p>
Teaching & Learning	<p>Learning and teaching will be through a variety of different methods,</p>

Pattern	<p>including tutor input, class discussions, and small group discussions. Their own contribution will therefore be a critical factor in successfully achieving learning outcomes and the sharing of their own experiences will be used wherever possible to complement more theoretical underpinning and as an active learning method. Throughout, lectures provide a focus to the unit but students are encouraged and expected to support the learning using suggestions for reading and further study that will be given in the weekly sessions and shown in the course materials. The unit comprises lectures, seminars and the students' own studies.</p> <p>Weekly lectures will provide the framework for the areas of study.</p> <p>Seminar topics and questions will be provided in advance. As seminars are used to clarify, discuss and extend the topics introduced in the lectures, students are expected to have attempted the exercise or read the material in advance.</p> <p>Students will be encouraged to read widely from sources including textbooks, the financial press, relevant internet sites and academic journals.</p>
Indicative content	<p>Overview Of Management Accounting</p> <p>The role of management accounting and its relevance</p> <p>Management Accounting In Context</p> <p>How management accounting impacts on an organisations strategic framework</p> <p>Management Accounting Information Systems</p> <p>External strategic management accounting information</p> <p>Internal Aspects</p> <p>Internal strategic management accounting information</p> <p>Information Requirements</p> <p>Selecting strategies</p> <p>Quality</p> <p>Quality and throughput issues explored</p> <p>Time and Strategy</p>

	<p>Applied to cost management</p> <p>Performance Measurement</p> <p>As applied to the service industry</p>
<p>Assessment method (Please give details – elements, weightings, sequence of elements, final component)</p>	<p>The unit will be 100% course work assessed. This will be in the form of a piece of individual coursework (70%) and a group presentation (30%).</p> <p>Coursework</p> <p>Both elements of course work will evaluate the students ability to:</p> <ul style="list-style-type: none"> • Synthesise information and ideas. • Analyse and critically evaluate data. • Demonstrate independent reading. • Research and clearly express ideas and conclusions in both an essay and presentation.
<p>Indicative Reading</p>	<p>CORE READING: MANAGEMENT & COST ACCOUNTING (2005 3RD EDITION), <i>Horngren, C.T. Bhimani, A. Datar, S and Foster. G.</i> FT PRENTICE HALL</p> <p>COST AND MANAGEMENT ACCOUNTING (2006 6TH EDITION) <i>Drury, C.</i> THOMSON</p> <p>OPTIONAL READING: RELEVANCE LOST – THE RISE AND FALL OF MANAGEMENT ACCOUNTING (1987). <i>Kaplan, R. and Johnson, H.</i> Harvard Business School Press.</p> <p>STRATEGIC MANAGEMENT ACCOUNTING (1992). <i>Ward, K.</i> BUTTERWORTH-HEINEMANN</p>
<p>Other Learning Resource:</p>	<p>LSBU Blackboard – http://www.lsbu.ac.uk/bb</p> <p>ACCA - http://www.accaglobal.com/</p> <p>CIMA - http://www.cimaglobal.com/</p> <p>BCIM - http://www.lsbu.ac.uk/bcimtt/</p> <p>BIZED - http://www.bized.co.uk/</p>

