AC5722P: STRATEGIC MANAGEMENT ACCOUNTING AND INTERNAL CONTROL

Effective Term
Semester A 2025/26

Part I Course Overview

Course Title
Strategic Management Accounting and Internal Control

Subject Code
AC - Accountancy
Course Number
5722P

Academic Unit
Accountancy (AC)

College/School
College of Business (CB)

Course Duration
Non-standard Duration

Other Course Duration
Intensive mode: 3 days

Credit Units
1.5

Level
P5, P6 - Postgraduate Degree

Medium of Instruction
Other Languages

Other Languages for Medium of Instruction
Putonghua supplemented by English

Medium of Assessment
Chinese

Prerequisites
Nil

Precursors
Nil

Equivalent Courses
Nil

Exclusive Courses

Nil

Part II Course Details

Abstract

This course aims to:

a. Integrate knowledge from different topics in Management Accounting and other related arena of knowledge to help students solve complex real-life business problems;
b. Help students develop skills in performing analysis and reporting, both orally and in written form, by using real-life cases in management accounting. The target standard is at a level comparable to professional bodies' (e.g. HKICPA. ICMA, CMA, etc.) examination requirements for the relevant modules;
c. Demonstrate the interaction between business strategy and internal control through critical evaluation of complex real-life cases dealing with management control systems and strategic cost management. This interaction is examined in an international setting.

Course Intended Learning Outcomes (CILOs)

	CILOs	Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Explain and analyze complex problems in management control systems (MCS) and strategic cost management (SCM) drawn from case studies of large organizations, design solutions to these problems, and critically evaluate possible solutions suggested by others.		x	x	x
2	Describe effectively complex issues in cases in MCS and SCM in presenting to an audience, in debating within a small group, and in writing case analysis.		x	x	x
3	Design internal control systems that match a company's competitive strategy, and critically evaluate the fit between a company's existing or proposed controls and its strategy; Demonstrate and apply ethical concepts in selected management control situations.		x	x	x

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

Learning and Teaching Activities (LTAs)

	LTAs	Brief Description	CILO No.	Hours/week (if applicable)
1	Case Analysis*	Students will discuss cases in relation to strategic management accounting and internal control. The lecturer will play a facilitating role to set the discussion agenda and questions, summarize points raised by students, evaluate student participation, moderate discussion, and introduce the case or relevant background subject-matter through short mini-lectures.	1, 2, 3	

Additional Information for LTAs

*DEC TLA element

Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks ("-" for nil entry)	Allow Use of GenAI?
1	In-class Discussions and Learning Activities: Students shall actively participate in class activities such as case studies, discussions, and exercises to strengthen subject knowledge.	1, 2, 3	30	-	Yes
2	Written Case Assignment (Individual)#: Use case analysis reports to assess students' understanding of the concepts learned in the course and their ability to apply subject-related knowledge.	1, 2, 3	70	# DEC AT element	Yes

Continuous Assessment (%)

100

Assessment Rubrics (AR)

Assessment Task

In-class Discussion and Learning Activities (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Ability to present complex management accounting ideas

Excellent

(A+, A, A-) Able to easily and fluently present complex management accounting ideas.

Good

(B+, B, B-) Able to present complex management accounting ideas reasonably well.

Fair

(C+, C, C-) Able to present complex management accounting ideas.

Marginal

(D) Able to sometimes present complex management accounting ideas acceptably.

Failure

(F) Unable to present complex management accounting ideas.

Assessment Task

Written Case Assignment (Individual) (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

Criterion

Ability to present complex management accounting ideas

Excellent

(A+, A, A-) Able to easily and fluently present complex management accounting ideas.

Good

(B+, B, B-) Able to present complex management accounting ideas reasonably well.

Fair

(C+, C, C-) Able to present complex management accounting ideas.

Marginal

(D) Able to sometimes present complex management accounting ideas acceptably.

Failure

(F) Unable to present complex management accounting ideas.

Assessment Task

In-class Discussion and Learning Activities (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion

Ability to present complex management accounting ideas

Excellent
(A+, A, A-) Able to easily and fluently present complex management accounting ideas.

Good
(B+, B) Able to present complex management accounting ideas.

Marginal
(B-, C+, C) Able to sometimes present complex management accounting ideas acceptably.

Failure
(F) Unable to present complex management accounting ideas.

Assessment Task
Written Case Assignment (Individual) (for students admitted from Semester A 2022/23 to Summer Term 2024)

Criterion
Ability to present complex management accounting ideas

Excellent
(A+, A, A-) Able to easily and fluently present complex management accounting ideas.

Good
(B+, B) Able to present complex management accounting ideas.

Marginal
(B-, C+, C) Able to sometimes present complex management accounting ideas acceptably.

Failure
(F) Unable to present complex management accounting ideas.

Part III Other Information

Keyword Syllabus
Information needs for strategic management. Accounting for organizational control. Behavioral aspects of management control. The use of non-financial performance measures. Management control systems.

Reading List

Compulsory Readings

	Title
1	《管理控制系统》第12版，(罗伯特.安东尼 <Robert A . Anthony>、维杰伊.戈文达拉扬 <Vijay Govindarajan> 2011.<Management Control System, (12th Edition)> 中译本，人民邮电出版社，2011年1月版)

Additional Readings

	Title
1	Online Resources
2	Blackboard site for the course
3	The Management Accounting Web: http://www.maaw.info/
4	The Chartered Institute of Management Accountants (CIMA) - UK. www.cimaglobal.com

5	Certified Management Accountants (CMA) – Canada. www.cma-canada.org
6	Institute of Management Accountants (IMA) – USA. www.imanet.org