

FACULTY OF BUSINESS ADMINISTRATION
BUS 488-001 ADVANCED MANAGERIAL ACCOUNTING
COURSE OUTLINE – FALL 2023

Professor: Dr. Wallace Lockhart PhD, MBA, FCPA, FCMA
 Office: ED524.4 Office Hours: Thursdays 4:30 to 5:30 before class.
 Meet me on zoom at <https://uregina-ca.zoom.us/j/4671983782>
 E-mail: wallace.lockhart@uregina.ca but please use URCourses email

WHAT YOU NEED TO KNOW:

- Make sure you're in class August 31 at 5:30 PM. We are doing an assessment (5 marks).
- We are doing a joint online learning project with students in Guanajuato, Mexico.
- You should plan to attend every class – there are no recorded or zoom lectures.
- There is a midterm exam – Tentatively October 26 but this could change.
- You need access to a textbook – paper or ebook. There's no textbook online assignments.
- Leadership – 10 marks. This is your opportunity to contribute ...

Course Overview and Objectives:

Catalogue Entry: This course is designed to integrate and evaluate managerial planning and control concepts. System design, control in large organizations and the impact of internally generated information on capital markets are emphasized. ***Prerequisite: BUS 270 (or ADMN 270 or BUS 335AC) and BUS 388 (or ADMN 388)*** *Note: Students may not receive credit for BUS 488 and ADMN 488.*

Details: This is the capstone class of the managerial accounting courses, and is intended primarily for students majoring in Accounting. In 288 you learned about cost concepts and tools for analysis. 388 expanded on those concepts and introduced more complex analysis dealing with uncertainty, external research and non-quantitative factors. Highlights of the 488 course:

- We examine managerial accounting terms of organizational control systems.
- The course is divided into modules, each with a blend of concepts and application.
- We will use case studies to apply course concepts - both real-life and published.
- In addition to using cost and managerial accounting tools, students will also study cases in a real-world context (both e-scan and practical strategic applications).
- Professionalism and managerial communications are stressed in the course.
- Students are expected to take on collegial leadership roles.

Meeting Times:

Class Section	Meeting Times	Final Exam
BUS 488-001	Thurs 5:30 Ed 616 and/or 531 lab	Dec 14 7:00 PM not 5:30!

Textbook (Required): Horngren’s Cost Accounting A Managerial Emphasis. Ninth Canadian Edition. Authors: Datar – Rajan – Beaubien – Janz. Choose paper or online.

Cases (Required): Cases (Ivey or Harvard) may be required for course work. Students will be charged for the cases on their UofR Account. Details are TBA.

URCourses: Class information, exams, files, emails and other resources are all housed on URCourses. You should log on to the class page regularly (at least 3-4 times per week) to keep up with communications and course requirements.

GRADES: Grades will be assigned based on the following structure:

ITEM	Mexico COIL	Opt Out
Week One Self-Assessment and Work Plan	5	5
Leadership	10	10
Case Reports (Minimum 2 , score top 3 of 4) 5 Marks each *Mexico project participants are scored on top 2 reports.	10*	15
Term Exam (Tentatively set for October 26)	20	20
Term Project (must be completed)	30	20
Final Exam Dec 14 (must pass minimum 50% score)	25	30
TOTAL	100	100

Week One Self-Assessment and Work Plan: On day one we will do an assessment exercise. Based on your performance in this exercise, you will prepare a maximum 500 word report in which you will play the role of academic consultant, advising your client (which is also you). Your job is to assess your client’s academic preparedness for 488 and present your work plan to ensure they follow a path to success in this course. This assignment is only available to students who are present in-class and participating in the day one class exercise.

Leadership: Students are expected to take on a leadership role in the class – in the virtual classroom as well as online. Each student will find their own path to contribute. Examples may include research and analysis for discussion forums, active participation in class meetings, short class presentations to supplement / expand on course concepts for each module, leading class seminars / cases, and other creative ways you may wish to enhance the learning experience of your colleagues. NOTE: In past, some students easily surpass the 10 marks while others discover in the last 1-2-3 weeks that they have a zero here. *Don’t get caught hoping to make up marks at the end of the term, it won’t work.*

Students may choose to do a small presentation (research – prepare – present) worth **up to 5** leadership marks. I would prefer you to choose topics (subject to my approval) but a few possible topics (and their associated timing on the calendar):

- ESCAN for Regina / Saskatchewan (first 2-3 weeks)
- Ethics / CSR / EDI
- Government budgets explained (Canada – Saskatchewan – a city) – Nov 16.
- NFP / Public Sector & Our Toolkit Nov 16
- Indigenous Organizations
- Globalization / International Business
- Covid & Impact on Business / on our toolkit
- Toolkit applied to an organization you are familiar with

Case Reports: There are four written case reports to be completed over the term, worth 5 marks each. Each student must complete at least two case reports to complete the course requirements. Students will be graded on their top 3 case reports. Topics TBA.

Case 1 Due Sep 24
Case 3 Due Nov 19

Case 2 Due Oct 15
Case 4 Due Dec 3

Term Project: There are two optional team-based term project tracks for this class. The standard project is a COIL (Collaborative Online International Learning) course in conjunction with Universidad de Guanajuato in central Mexico.

Students will complete term projects in teams of 2-3. Term projects require a balance of toolkit applications, external research and non-quantitative analysis. Class presentations will be scheduled; final report is due Nov 27. Topics may include:

MEXICO PROJECT: This term students will work on a team with international business students from Universidad de Guanajuato in Mexico for a joint studies program. There will be two Zoom based seminar/meetings (*Monday October 2 at 10AM* and Thursday November 9 during our class time). Students will work asynchronously in groups to do comparative studies of Mexico and Canada business environments, then apply what they have learned to businesses in a team presentation November 9.

Opt Out: Possible Options for students who are unable to participate in the Mexico project:

- Applying our tool kits to actual NFP / NGO organizations.
- Special case studies (accounting firm, manufacturer, service).

CASE REPORTS AND TERM PROJECT REPORT MUST BE SUBMITTED ON TIME. Late submissions will not be accepted.

NOTE: ALL assignments report will be assessed using a 70/30 tool: 70% weighting on content / analysis and 30% on communication. Any submission scoring less than 18/30 or 60% on communication will be assigned a score of 0/70 for content.

Midterm exam: Tentatively set for October 26. Details TBA.

Final Exam: December 14 7:00 PM (note the start time!) in ED531. The exam will have two parts: a case study (completed in the exam setting) plus an essay to be submitted by 5PM December 14 (maximum 2,000 words) based on the entire class experience.

ATTENDANCE: Classes are seminar format (combination of lecture, student presentations and interaction) and **students are expected to attend classes.** If you need to miss a class to deal with urgent matters, please let me know in advance.

NEED FOR ACCOMODATION: If a special accommodation is needed due to a disability, you should contact the Centre for Student Accessibility at 585-4631 (Room 251, Riddell Centre) or via e-mail: accessibility@uregina.ca.

ACADEMIC MISCONDUCT AND PLAGIARISM: **READ AND HEED!!! I will explain in class.**

While you are encouraged to interact with, and learn from, other students in this class, you are required to do your own work. **Plagiarism is a serious issue.** Students plagiarizing others' work will face misconduct penalties. For this class, each student is expected to do their own work, submit their own work (word docs / excel worksheets) and cite external sources used in each assignment. ChatGPT and other AI tools are tools – but must be used appropriately.

COURSE MODULES: The class is divided into three modules as follows:

Module 1 Foundations: CH 1-2-3-10-11

- Check-in: Using your foundational tools from 288-388.
- Using case studies for learning and assessment.
- Managerial & strategic focus; foundational analytical tools.
- Business risk: Is the world crumbling? What is our due diligence – escan / analysis?
- Control Systems: Board & governance – CEO & strategy – Operations. Read Chapter 1 again, it really ties all of our '88 stream experiences together!
- Build your analytical framework: Cost tools, Escan, managerial perspectives.

Module 2 Quantitative Tools for Strategic Decision Making

- New quants you didn't see in 288-388. The key: All quants must relate to qualitative.
- Capital Budgeting Ch 21: (*Quants for decision making*) KNOW THE QUANT TOOLS!
- Inventory Ch 20: A quick look at quants, a deeper look at JIT / Supply Chain
- Pricing Ch 13: A brief review of what you need.
- Transfer Pricing Ch 22: CPA's love this stuff. Qualitative factors are everything!
- Measuring Performance Ch 23: (*quants for actual results*)
- Balanced Scorecard Ch 14: Accountants struggle with this – we measure non-\$ items?

Module 3: Apply the concepts

- This is your turn to take over and deliver the results of your term work, along with presentations from your client / partner organizations.
- EDI, CSR and Sustainability, TBL vs Friedman vs UN Goals.
- An optional topic: Fukuyama vs Huntington (big picture Escan and '88)
- Emphasis on student research, discussion forums and in-class cases / seminars.

TENTATIVE Schedule (KEY WORD IS TENTATIVE – THIS MAY CHANGE)

MOD	Date	Topics	Text	Required
1	Aug 31	Intros, Course expectations schedule "Tool kits" ChatGPT Self Assessment exercise	1	ED616 / ED531. Attend class (required for 5 mark ASN) Self Assessment & Work Plan due Sep 6 10PM Discussion Forum closing Sep 6: ChatGPT AI
1	Sep 7	Case Analysis: Everything you need to know to pass the UFE.	3 10 11	Guest lecturer TBA In-class case seminar and case exercise
1	Sep 14	Strategic Cost Management – tools to inform senior managers / boards Escan Tools / Escan Regina & Sask	1 11	Student presentations on Escan Forum Closing Sep 20: Saskatchewan EScan
1	Sep 21	Managerial Accounting Tools – What you need for 488, CPA Pep and UFE		ED616 Guest speaker is Nola Joorisity FCPA, Hill instructor, former Chairperson of CPA Western School of Business Case 1 due Sep 24 10PM
2	Sep 28	Part 1: Capital Budgeting Part 2: Inventory	21 20	<u>Tools to measure / predict / decide</u> Forum closing Sep 27: Capital budgeting: qualitative SEP 25: Receive MEXICO Team Files
2	OCT 2	NOTE SPECIAL TIME 10 AM: MEXICO PROJECT KICKOFF		Monday October 210AM on Zoom – Mexico Project Kickoff https://uregina-ca.zoom.us/j/4671983782
2	Oct 5	Part 1: Pricing, Transfer Pricing Part 2: Responsibility Centres	13 22 6 23	CH6: Resp Ctrs & decisions p197-210 Discussion Forum closes Oct 18: Responsibility Centres for Universities or Government agencies <u>Tools to measure / evaluate actual results</u> Forum closing Oct 18: Transfer pricing as a tool for motivation – rewards – tax avoidance – other.
	Oct 12	READING WEEK		Case 2 Due Oct 15 10PM
3	Oct 19	Dr. Martin Pantoja – Mexico		Part 1: Dr. Martin Pantoja presents Mexico, Intercultural Understanding.
2	Oct 19	Part 2: Can-Mex concepts		Part 2: Dr. Lockhart presents Can-Mex concepts
2	Oct 26	Midterm Exam		Tentative Date for Midterm is Oct 26
2	Nov 2	Strategic Performance Measurement (BSC, Others) Data Analytics	14 12	Part 1 Balanced Scorecard Part 2 in lab: Data analytics internal / external Forum: BSC Examples
3	Nov 9	Applied 1: MEXICO!! Part 2: Globalization / issues		Mexico Team Presentations (Tec/Zoom TBA) Student Leadership presentations Part 2: Globalization and geopolitical issues
3	Nov 16	Applied 2 Ethics – CSR – EDI – Sustainability NFP – Public Sector – Govt Budget		Ethics, CSR, EDI / DEI (professor or students) Student Leadership presentations Case 3 due Nov 19 10PM
3	Nov 23	Applied 3: Indigenous Organizations Treaties – TRC		Student Leadership presentations Guest Speaker TBA
3	Nov 30	Applied 4: Globalization – Geopolitics – Escan Sask vs World in 2030		Student Leadership Presentations Forum closing Dec 6: Why Saskatchewan economy will / will not outperform Canada. Case 4 Due Dec 3 10PM
3	Dec7	Final Student Presentations		Review / Exam Prep
	Dc14	Final Exam NOTE 7PM**		Part 1 (Essay) due Dec 14 5PM Part 2 in Ed531 7-9 PM 2 Hours

MEXICO PROJECT SCHEDULE: Items in blue are FYI, for Mexico students only.

#	Moment	Contents	Date
1	General aspects for international collaboration	1.1 Introduction to the course 1.2 Selecting a business case 1.3 General issues in business development	August 7 & 14
1	Description of a business	1.4 General information 1.5 Mission, vision and values 1.6 Products and organization	August 21
1	Industry Analysis	1.7 NAICS / SCIAN 1.8 Size, trend and maturity of the industry. 1.9 Seasonality and sensitivity of the industry to economic cycle. 1.10 Driving forces in the macro-environment 1.11 key factors for future success of the industry	August 28
1	Competition analysis	1.12 Primary and secondary competitors 1.13 Competitive Strength Assessment 1.14 The Five Forces of Competition 1.15 barriers to entry	September 4
1	Market analysis	1.16 Narrative of the market size and trends 1.17 Target customers 1.18 Market potential	September 11
2	Comprehensive analysis and risk assessment	2.1 SWOT analysis 2.2 Selected strategy 2.3 Risk assessment 2.4 Reasons for success	September 18
3	New Initiatives	3 .1 New initiatives identification 3.2 Distribution channel 3.3 Personnel Review 3.4 Sales forecast 3.5 Intercultural issues <i>UG students send report to UR students (deadline)</i>	September 25
	International collaboration (COIL): UR-UG 1	Kickoff (ZOOM) – Project overview, teams icebreaker Multiculturalism in Business MPA Team roles & tool kits: Strategy, Financial Management Teams breakout: Roles & work plan for next week. <i>UR students commit to read and review reports ahead of this session.</i>	October 2 Monday 10:00 a.m. (UG course time)
	UR-UG 2	Canada business – Dr. Wallace Lockhart (In UG class) Teams work – Working on project analysis – discuss financial analysis and improvement of project sections. Mexico Business- Dr. Martin Pantoja (in UR class)	October 9 Monday 10 a.m. October 9-13 Reading (UR) October 16-20 October 19 Thursday 5:30 p.m.
	UR-UG 3	To do financial analysis, review, discuss. To feedback – ad value- to business project. Project work (2 weeks asynchronous plus requested coaching)	October 23-27 October 30- november 8
	UR-UG 4	Teams present projects (ZOOM): Project overview – Escan (external world) – Opportunities and threats - Financial analysis and projections – the plan.	November 9 Thursday 5:30 p.m. (UR course time)

Teams coaching: Available upon request by email with UG–UR faculty: Mondays 12 p.m. to 1 p.m.

UR-UG Business COIL Project Lockhart-Pantoja

Learning Outcome Goals	Experiences
Cultural understanding: What it is – how peoples and nations differ – what are my biases – how can I learn to work with and across cultures?	UR-UG1 Workshop with Dr. Pantoja. Teams develop rules of engagement, expectations, work plans, deliverables. Students monitor progress. Students receive coaching as needed if problems arise.
Can-Mex business facts / stats / what they mean.	Students are presented with information about each country’s economy – businesses – norms. Students conduct their own analysis to delve deeper into the issues. Students complete their team project with consideration for what they have learned.
Global understanding	By working with students from Mexico on an international project, students will develop an understanding of global factors / forces which influence business.