

Subject Code	AF5113
Subject Title	Accounting for Strategic Management
Credit Value	3
Level	5
Normal Duration	One Semester
Pre-requisite / Co-requisite/ Exclusion	None
Role and Purposes	This subject aims to equip students with the fundamental knowledge of strategic management (SM) and accounting information systems (AIS). It contributes to the achievement of PgDPA / MPA Programme Outcomes by enabling students to <u>explain the strategic management process</u> within organizations, <u>effectively apply the theories and concepts of both accounting information systems</u> and <u>strategic management to business organizations</u> (Programme Outcome 2).
Subject Learning Outcomes	Upon completion of the subject, students will be able to: (a) <u>explain the strategic management process</u> , which includes environmental scanning, strategy formulation, implementation, evaluation and control, within business organizations; (b) <u>apply the strategic management theories and concepts</u> to business organizations ; (c) <u>document the business activities</u> performed in the transaction cycles; (d) <u>apply the internal control frameworks to AIS control</u> ; and (e) <u>advise management about accounting information system development</u> .
Subject Synopsis/ Indicative Syllabus	<p>Basic Concepts of Strategic Management Different phases of strategic management within organizations. Benefits of strategic management. The elements of strategic management process: environmental scanning, strategy formulation, strategy implementation, evaluation and control.</p> <p>External Environmental Scanning and Analysis Scanning and analysis of the external environment, which includes societal and task (industry) environment. Porter's approach to industry analysis.</p> <p>Internal Scanning and Analysis Resource-based approach to organizational analysis. Distinctive competencies and competitive advantage. Value chain analysis.</p>

	<p>Variations in business models.</p> <p>Strategy Formulation and Implementation SWOT analysis. Corporate, business and functional strategies. Organizing and staffing for implementing strategies. Methodologies for implementing organizational changes. Centralization versus decentralization issues in multinational corporations.</p> <p>Conceptual Foundations of Accounting Information Systems (AIS) Overview of AIS and its role in supporting strategic management. Overview of the major transaction cycles and processing in organizations. Information systems documentation techniques. Database management concepts.</p> <p>Control of AIS Overview of control concepts. COSO’s internal control framework and Enterprise Risk Management Model. Threats and controls in the revenue and expenditure transactions cycles.</p> <p>Core Business Processes in the AIS Business processes of the revenue cycle (sales order entry, shipping, billing and accounts receivable, and cash collections) and the expenditure cycle (ordering goods, receiving and storing goods, and paying for goods).</p> <p>Systems Development Process Systems Development Life Cycle (SDLC). The role of accountants in the SDLC. Feasibility analysis. Behavioural aspects of systems change. Systems analysis, acquisition and evaluation. Systems implementation and project management.</p>																														
<p>Teaching/Learning Methodology</p>	<p>Seminars will combine lectures and in-class activities. The lectures will focus on the key concepts, theories, and contemporary issues of SM and AIS. The in-class activities, such as business problem discussion, require students to apply the theories and concepts learned in the lectures.</p>																														
<p>Assessment Methods in Alignment with Intended Learning Outcomes</p>	<p>Assessment components include assignment, case study, class exercises and final examination. These assessment components require students to demonstrate their ability to <u>explain the strategic management process</u> within business organizations, <u>apply the theories and concepts of both accounting information systems and strategic management</u> to business organizations (Programme Outcome 2).</p> <table border="1" data-bbox="527 1575 1469 1911"> <thead> <tr> <th rowspan="2">Specific assessment methods/tasks</th> <th rowspan="2">% weighting</th> <th colspan="6">Intended subject learning outcomes to be assessed (Please tick as appropriate)</th> </tr> <tr> <th>a</th> <th>b</th> <th>c</th> <th>d</th> <th>e</th> <th></th> </tr> </thead> <tbody> <tr> <td>Assignment 1</td> <td>20%</td> <td></td> <td></td> <td>√</td> <td>√</td> <td>√</td> <td></td> </tr> <tr> <td>Assignment 2</td> <td>20%</td> <td>√</td> <td>√</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)						a	b	c	d	e		Assignment 1	20%			√	√	√		Assignment 2	20%	√	√				
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Assignment 1	20%			√	√	√																									
Assignment 2	20%	√	√																												

	Class participation	10%	√	√	√	√	√	
	Final examination	50%	√	√	√	√	√	
	Total	100 %						
	<p>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</p> <p>The assignment 1 requires students to apply strategic management theories and concepts to business organization. In particular, it involves strategic management process, such as environmental scanning, strategy formulation & implementation.</p> <p>The assignment 2 tests students' knowledge on transaction cycles, the internal control frameworks and the information system development.</p> <p>Class participation component encourages students to provide active feedbacks on the subject materials taught each week.</p> <p>The final examination is a three hours examination which comprises cases / problems relating to the five learning outcomes.</p> <p>Note: To pass this subject, students are required to obtain Grade D or above in BOTH the Continuous Assessment and Examination components. In addition, the specific requirements on individual assessment components discussed above could be adjusted based on the pedagogical needs of subject lecturers.</p>							
Student Study Effort Expected	Class contact:							
	▪	13 weeks of three-hour seminar	39 Hrs.					
	Other student study effort:							
	▪	Class preparations, reading subject materials/textbook, and assignments	78 Hrs.					
	Total student study effort		117 Hrs.					
Reading List and References	<p>Wheelen and Hunger, Strategic Management and Business Policy, latest edition, Prentice Hall.</p> <p>Romney and Steinbart, Accounting Information Systems, latest edition, Prentice Hall.</p> <p>Ireland, Hoskisson and Hitt, The Management of Strategy: Concept and Cases, latest edition, South-Western.</p> <p>Gelinas and Sutton, Accounting Information Systems, latest edition, South-Western.</p>							