

DEPARTMENT OF BUSINESS AND OFFICE ADMINISTRATION

COURSE OUTLINE – Fall 2025

AC4140 (A2): Advanced Management Accounting – 3 (3-0-1) UT 60 Hours for 15 Weeks

Northwestern Polytechnic acknowledges that our campuses are located on Treaty 8 territory, the ancestral and present-day home to many diverse First Nations, Metis, and Inuit people. We are grateful to work, live and learn on the traditional territory of Duncan's First Nation, Horse Lake First Nation and Sturgeon Lake Cree Nation, who are the original caretakers of this land.

We acknowledge the history of this land and we are thankful for the opportunity to walk together in friendship, where we will encourage and promote positive change for present and future generations.

INSTRUCTOR:	Doris Hoveland, CPA, CA, MBA	PHONE:	780-539-2824
OFFICE:	C423	E-MAIL:	DHoveland@nwpolytech.ca
OFFICE HOURS:	Tuesday & Thursday 1:00 p.m. – 2:30 p.m. or by appointment		

CALENDAR DESCRIPTION:

The relationship between management accounting, strategic management, planning, control and decision making is explored in this course. Topics include management control alternatives, financial responsibility centers, planning and budgeting, incentive systems, performance measures and their effects and uncontrollable factors. Corporate governance, control systems in non-profit organizations and management control related ethical issues are also examined.

PREREQUISITE: BA2140 Cost Accounting II

REQUIRED TEXT/RESOURCE MATERIALS:

Textbook: Hartmann, F., Kraus, K., Nilsson, G., Anthony, R., & Govindarajan, V., (2021). Management Control Systems, (2nd ed.). McGraw-Hill Education.

Published Cases: Students may be required to purchase cases for an additional fee (approximately \$20-30 in total). It is each student's responsibility to set up an account to purchase the course packs.

DELIVERY MODE:

This course will be delivered on campus in a specific location which will be indicated on the student timetable. Students are expected to fully attend in person.

LEARNING OUTCOMES:

Upon completion of this course, the student will be able to:

- Identify what is the control function of management
- Understand the purpose and benefits of control systems
- Determine how to implement a control system and control system limitations
- Analyze the cost associated with a control system, both out of pocket and behavioural
- Understand the concept of responsibility centers and the determination of influence and cost within and across centers
- Analyze the effect of transfer prices between financial responsibility centers
- Understand the planning cycle for an organization
- Assess the connection between budgeting and control management and its impact on the organization
- Distinguish between short term and long-term incentives and their effects on controls and performance
- Demonstrate the use of financial performance measures and their effects
- Understand the myopia problem and its effect on human decision making
- Create, interpret and understand the importance of a balanced scorecard to supplement financial measures of performance
- Identify the relationship between management control systems and corporate governance
- Identify the role that controllers and auditors play within the organizational structure
- Identify management control related ethical issues, the risks, and how to manage these issues
- Understand the differences in organizational structure between for profit and not for profit organizations and the unique considerations needed to be addressed in the development of management control systems in not-for-profit organizations

TRANSFERABILITY:

Please consult the Alberta Transfer Guide for more information. You may check to ensure the transferability of this course at the Alberta Transfer Guide main page

<http://www.transferalberta.alberta.ca>.

**** Grade of D or D+ may not be acceptable for transfer to other post-secondary institutions. Students are cautioned that it is their responsibility to contact the receiving institutions to ensure transferability.**

EVALUATIONS:

Assignments and quizzes	40%
Case presentations	30%
Final project	30%

Final grades are based on academic performance throughout the semester. There are no test re-writes, deadline extensions, or bonus assignments available to improve your grade. It is important to complete all assessments as scheduled and to the best of your abilities. Students who wish to contest an assignment, quiz, or exam grade must do so within 5 business days of receiving their marks. Requests made after this period will not be considered.

Assignments and Quizzes:

Students are expected to arrive on time and be prepared for class by reading the chapter material and related case studies prior to class. Assignments and quizzes will be completed during class time. Missed assignments and quizzes will be assigned a grade of zero.

Case Presentations:

There will be three group projects involving case analyses, written reports and class presentations. Students may be required to purchase published cases for an additional fee. Due to copyright laws, each student is required to purchase their own copy. A grade of zero will be assigned for noncompliance.

Final Project:

The final is a group project that may require progress reports to be submitted throughout the semester. Either a live business or published case may be used. Groups will present their findings during the last week of classes, and the written report will be due during the exam period as scheduled by the Registrar.

GRADING CRITERIA:

Please note that most universities will not accept your course for transfer credit IF your grade is **less than C-**.

Alpha Grade	4-point Equivalent	Percentage Guidelines	Alpha Grade	4-point Equivalent	Percentage Guidelines
A+	4.0	95-100	C+	2.3	67-69
A	4.0	85-94	C	2.0	63-66
A-	3.7	80-84	C-	1.7	60-62
B+	3.3	77-79	D+	1.3	55-59
B	3.0	73-76	D	1.0	50-54
B-	2.7	70-72	F	0.0	00-49

COURSE SCHEDULE/TENTATIVE TIMELINE:

Week	Topics	Chapter
1	Course Overview	
2	Introduction to Management Control Systems	1
3	Mission, Goals and Strategies	2
4	Managers, Human Behaviour and Organizations	3
5	Responsibility Centres	4
6	Control with Transfer Prices and Shared Service Centres	5
7	Organizational Structure and Cross-Functional Integration	6
8	Management Control Systems and Inter-Organizational Relationships	7
9	Budgeting and Forecasting	8
10	Financial and Non-Financial Performance Measurement Systems	9
11	Fall Break – No Classes	
12	Monetary Incentive Systems and Motivations	10
13	Risk Management Systems	11
14	Control and Controllership: Past, Present, Future	12
15	Group Presentations	
Exam Period	Final Project Due	

STUDENT RESPONSIBILITIES:

Attendance:

There is a strong correlation between regular attendance and overall course performance. Students are encouraged to attend all scheduled classes and are accountable for any content missed during their absence. Students with 4 or more absences may be refused permission to transfer test weightings and may be debarred from the final project. Repeated lateness or leaving early will also be recorded as an absence.

Professional Behavior:

Students are expected to conduct themselves in a professional manner. This includes, but not limited to, interacting with others appropriately and respectfully; refraining from texting or chatting during class; arriving to class prepared and on time; and remaining for the duration of the activities. Students may be asked to leave if the behavior becomes disruptive.

Recording:

Recording lectures or taking photos in class is prohibited unless advance permission is obtained from the instructor and any guest presenter(s). In the event permission is granted, such recordings may only be used for individual study, and may not be reproduced, transferred, distributed, or displayed in any public manner. Any recordings or images taken without the instructor's consent must be deleted immediately.

Time Management

The expectation for this course is that students read the material and case studies prior to class. Adopting and adhering to effective learning habits in this course will likely take up a great deal of time so students are expected to plan their schedule accordingly. It is difficult for students to catch up once they fall behind schedule.

STATEMENT ON ACADEMIC MISCONDUCT:

Academic Misconduct will not be tolerated. For a more precise definition of academic misconduct and its consequences, refer to the Student Rights and Responsibilities policy available at <https://www.nwpolytech.ca/about/polytechnic-leadership/policies-directory>.

**Note: all Academic and Administrative policies are available on the same page.