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Practitioners are from Mars, Academics are from Venus?

Some Thoughts on the Research – Practice Gap in Management Accounting

by Dr Basil Tucker, School of Commerce, University of South Australia

In my previous life I was a management consultant. Always on the lookout for ways to assist clients, I came up with what seemed an ingenious idea: our practice would create links with local business schools within universities and offer interested academics opportunities to be involved in our consulting engagements. I figured this idea would lead to a rush of clients availing themselves of the expert views from the hallowed halls of learning.

The scheme's official launch at a city hotel included our new academic associates and client base of around one hundred CEOs. All went well. The finger food was superb and the drinks flowed. A good time was had by all. This, however, was about as far as the initiative progressed.

Surprisingly, we were not inundated with clients eager to take advantage of our newly discovered intellectual property. Worse, in some of the assignments in which we did involve our academic associates, we had to move into damage control because of how they

interacted with our clients and the solutions they proposed.

What started out as an exciting win-win opportunity amounted to nothing. This was my first practical experience of what is known in academia as the "research-practice gap".

The Research-Practice Gap – and Some Reasons for it

A key university role is to conduct research that advances practice. The argument is that academics should undertake rigorous research to provide relevant and useful insights for practitioners; research that will result in good, if not best, practice. But this mission remains an elusive ideal. According to many academics, research has become increasingly detached from practice, and this gap is widening.

This is concerning. One would think that as an applied field management accounting research should be used by someone to accomplish something. The question is: how well does academic research achieve this?

Papers, written mainly by academics on the relevance of academic research to the real-world, seem to classify causes of this gap into one of two categories: knowledge production (when "relevant" research is not undertaken by academics) or knowledge transfer (when relevant research fails to reach practitioners).

Knowledge production. Three reasons are commonly advanced for a failure to produce relevant knowledge. First, academics and practitioners have different agendas. Practitioners are looking to solve immediate problems specific to their organization now or in the future. Academics are interested in publishing their papers in journals which is good for their promotion. They think of research as involving formalized methodologies and processes; their customers are the editors and reviewers of journals they seek to publish in, not practitioners.

Second, many academics have limited or obsolescent real-world experience. They may not be familiar with or interested in the ideals and culture of the larger profession nor have the opportunity to acquire such a background. They are out of touch with reality.

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academic **research** has demonstrated its *potential* to make very significant **contributions** to the real-world.]



Third, unlike other areas of accounting, (tax and audit for example), management accounting practices remain confidential for the most part. Organizations rarely report their management accounting practices, particularly if they are innovative. If I remember correctly in my years as a consultant this was called something like commercial-in-confidence.

Knowledge transfer. Reasons for academics failing to adequately transmit research findings to practitioners are well documented. They include elitist and pretentious use of their own jargon; discussing convoluted theory; using complex statistical techniques; being excessively concerned to demonstrate familiarity with “the literature”; and, including numerous (irritating) bracketed references in the text. By doing so academic writers shut out potential practitioner readers. Their papers are perceived to lack relevance, be difficult to read and not to address real-world problems. In short, academics and practitioners essentially speak different languages.

All is not lost?

Academic writers propose a range of strategies to address this gap:

- undertaking research that advances new solutions to existing problems, evaluates the effectiveness of existing solutions or improves implementation of solutions
- focusing research on why particular processes and procedures are adopted
- taking sabbaticals in industry
- developing consulting relationships with organizations
- suggesting that academic journals be more receptive to practice-based research
- encouraging reference to research in textbooks and encouraging colleagues to cite and discuss this research in the hope that the next generation of practitioners will more fully appreciate academic research
- practitioners reviewing for academic journals
- using consultants to bridge the gap
- commissioning research by professional bodies

- changing university incentive schemes to afford practitioner-based research higher credibility
- holding joint symposia bringing academics and practitioners together

Clearly, some of these remedies are unrealistic, impractical and likely to be worse than the disease. If the parties to the conversation speak different languages, and more fundamentally, if the wrong questions were asked in the first place, some of these panaceas are likely to be counter-productive or even downright damaging.

Consequently, I advance that academics and practitioners alike face these three hard facts:

1. Academics and practitioners do live in different worlds; the research-practice gap is, therefore, quite wide
2. Because they live in different worlds, a certain amount of tension must be expected. Some of the most important drivers of the gap cannot or should not be impacted – at least in the near future
3. In spite of the pessimism surrounding the gap, the ways in which it might be bridged and the difficulties in academics and practitioners engaging intelligibly, academic research has demonstrated its potential to make very significant contributions to the real-world. An example is the popularity of books grounded in empirical research or theoretically developed (*In search of Excellence, The 7 habits of highly effective people, The Balanced Scorecard and Maverick are but a few*).

Perhaps the final word for now is that rarely have practitioners’ views been sought on the research-practice gap. Observations in the main are made by academics, and are largely speculative. Surely the views of practitioners, as distinct from the musings of academics, should be a starting point that will arm academic leaders and administrators with some of the justifications they need to bridge the gap?

But that is the topic of my next research project – and I hope, a future article in *On Target Online*.

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Introducing the Continuing Professional Development (CPD) Program

The design for the institute's CPD program was approved by council and will be introduced in two stages. Stage one will be a 12 month orientation commencing 1 July 2011. During this period the proposed model will be tested allowing for comment and some re-engineering, if required. Stage two will be the formal introduction of the program on 1 July 2012.

The one year orientation period will also give providers and educators an opportunity to submit programs to the institute for ICMA endorsement of specific courses and to attain accredited provider status.

Details of the orientation trial are as follows:

- ICMA status members will be required to earn 30 points per annum
- AMA status members will be required to earn 24 points per annum
- At this stage, GMA, RBA, RCA & CAT members will not have to maintain the CPD requirements
- Attendance at a program held under the auspices of an ICMA accredited provider will earn the attendee two points per hour
- Attendance under the auspices of an accepted external provider will earn one point per hour
- No points are to be allocated for reading
- Members engaged in formal study under the auspices of a recognised tertiary education institution will be able to seek exemption from the points system during their years of study

The design committee decided that requesting members to devote between 15 and 30 hours per annum to their continuing professional development is not onerous and indeed is mandatory for the maintenance of knowledge and professional skills.

Before the commencement of the 12 months orientation, the institute will implement a number of processes so that the system functions effectively.

The CPD Control Sheet

The June issue of *On Target Online* will publish a CPD control sheet providing a simple method for maintaining a diary of programs attended over a 12 month monitoring period. On completion, ICMA and AMA status members will be required to submit the control sheet electronically to the ICMA central administration.

Approved Providers

A process will be developed for ICMA partners and any other suitably qualified education providers to submit program outlines for CPD courses for which they are seeking approval. If the course is given an ICMA approval stamp, the provider will then be granted "accredited provider" status *for that particular program*. Accredited providers and the courses for which accreditation is granted will be published on the ICMA website.

The ICMA thanks the members of the program design committee and those members who provided submissions.

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Taking Management Accounting to Another Level

The Role of the Strategic Audit in the Management Accounting Tool Box

Appropriately utilised, the Strategic Audit (SA) process has the potential to reposition the management accounting profession.

The SA is taught within the Corporate Governance module of the ICMA Strategic Cost Management program, the course notes for which stress that it is not an extension of a conventional audit program.

Rather, the SA is a continuous process during which the totality of an organisation's value chain is subjected to in-depth scrutiny and digging far beyond the scope of the traditional audit assurance brief.

The target areas for a SA process are:

Stakeholder Audit	Leadership Audit
Marketing Audit	Culture Audit
Productivity Audit	Corporate Identity Audit
Logistics Audit	Corporate Flexibility Audit
Service Management Audit	Corporate Longevity Audit
Customer Satisfaction Audit	Strategic Alliance Audit
Cost of Quality Audit	Information Security Audit
Environmental Audit	Technology Audit

In this article we select a few of the SA target areas and assess how they could have been applied to mitigate the risks faced by an organisation operating a potentially highly volatile and dangerous facility, for example, nuclear power generation by the Japanese Tokyo Electricity Power Company (TEPCO).

In order to avoid any misconceptions it is worth stating the obvious, that is, we are not suggesting that the SA process could prevent a natural disaster such as that experienced by Japan in March 2011. It may be argued, however, that applying SA principles to understanding and mitigating risk could avoid the potential nasty environmental outcomes from global warming, but this is a topic for another time.

Before considering which of the SA target areas are appropriate it is important to place the situation in context by referring to an article in the March 26 – April 1 edition of the Economist magazine headed 'A Crisis of Leadership Too'.

While admiring the stoicism and the civic mindedness of the Japanese population, the article suggests that much of the suffering could have been avoided if the systems had not let the people down. It claims also that the "cosy ties" between the nuclear industry and government resulted in "debate being stifled, bungles being covered up and assumptions regarding risk being too optimistic" and that "the crisis management at TEPCO ... has laid bare an astounding lack of leadership".

While many shortcomings are the product of Japan's prevailing political culture, this cannot condone the laxity of operational and risk management control of a highly dangerous and volatile facility.

Assuming TEPCO had developed and deployed an effective SA process would it have revealed strategic and operational weaknesses, uncovered internal and external risks and prompted the implementation of mitigation procedures allowing the operator to avoid the worst outcomes of this still unfolding disaster?

Certainly a number of SA target areas are relevant, particularly Stakeholder Audit, Cost of Quality Audit, Environmental Audit, Leadership Audit, Culture Audit, Strategic Alliance Audit, and Technology Audit. To illustrate how they could be applied in a SA process we will examine four in depth.

Stakeholder Audit

It is assumed that anyone interested in the success or failure of the organisation is a potential stakeholder and, therefore, one of the tasks of the Strategic Audit is to clearly identify and understand the impact of success or failure for them all. It would appear that TEPCO identified shareholders and government as its stakeholders, but did it consider the impact of failure on other stakeholders such as its customers, the population on the doorstep of its reactors and those beyond who were affected by winds, weather and tides? They appeared also to have glossed over the welfare of workers, many of whom will probably make the ultimate sacrifice in a desperate attempt to prevent the fuel rods from overheating.

Identifying the wider stakeholder group and accepting responsibility for its needs in the event of a major disaster would have mitigated many of the worst outcomes from this situation. The fact that the facilities were situated in a known disaster prone area had to mean that this eventuality would always be present and, that therefore, remedial action needed to be planned for and communicated. It may well be acknowledged in time that locating the operational facility in an economically valid but potential natural disaster area was unacceptable within the context of wider stakeholder considerations.

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It is imperative that the environmental audit questions and implications are not considered in isolation.

Cost of Quality Audit

It is an accepted principle when assessing the cost of quality that increasing precision ultimately results in a diminishing returns outcome where the cost of achieving a particular level of quality outweighs the ultimate benefit gained. This is an extremely problematic principle when human lives are at stake. Should an organisation such as TEPCO develop a quality level with the potential for preventing 20,000 deaths but accept an outcome where say 10,000 people could die?

Life and death decisions and the ethics and morality of the situation are not the topics of this article, but clearly these are the issues to be confronted by a robust, independent SA that is considering the cost of quality. Clearly, the question cannot be debated in isolation; it correlates with stakeholders and their needs, and accordingly there is an intrinsic connection to the outcomes from the Stakeholder Audit.

Environmental Audit

This is possibly one of the most critical components of a SA for any power generating facility, particularly a nuclear one, and must commence before the facility is even commissioned and built. Once more it is imperative that the environmental audit questions and implications are not considered in isolation. We have already linked Stakeholder Audit to Cost of Quality Audit, and clearly, Environmental Audit is intrinsically linked to both. The Environmental Audit possibly goes to the heart of corporate governance also. The assessment must be undertaken by an independent, impartial auditor and its findings actioned by taking all stakeholder needs into account. If investor interests are the only driver for commissioning a facility carrying the potential for significant environment and community risk, a TEPCO type disaster always remains a high possibility. Accordingly, the environmental audit should be linked with those of Corporate Flexibility, Corporate Identity and Corporate Longevity.

Strategic Alliance Audit

A number of outcomes from this SA would potentially deliver value for the type of organisation we are discussing. Once more the assessment would have an intrinsic relationship to the Stakeholder Audit.

Customers, for example, are identified stakeholders relying on the organisation for their power needs. How does the organisation continue supply in the event of a total system failure extending over a lengthy period? Creating strategic alliances with a competitor and having in place the infrastructure to roll out replacement power would manage that contingency. Obviously, the benefits extend to the competitor and there are reciprocal benefits achieved for both parties.

What about creating alliances with organisations with the expertise to assist should a disaster strike and our own organisation does not have the capability for rolling out the required remedial action? A strategic relationship with an organisation able to immediately deploy the missing expertise on request would have delivered critical skills into the fight to prevent fallout at the onset of the crisis rather than when it reached critical levels.

Understanding vulnerabilities within the extant technology capability, incidentally, would be identified through the Technology Audit. This illustrates just another link in the chain of protection a thorough independent strategic audit can bring into the corporate governance process.

Conclusion

These are only a few of the practical applications for a methodology with the potential to take management accounting into a completely new dimension. The SA process could transform the profession and position its practitioners in an assurance role for the first time.

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The SA process could **transform** the profession and *position* its practitioners in an assurance role for the **first** time.



The words and phrases we read in formative years often remain fixed in memory and are pathways for the remainder of life.

"If you can keep your head when all about you are losing theirs... And - which is more - you'll be a Man my son!"

These are the opening and closing lines of Rudyard Kipling's poem 'If' and became a pathway for me.



They offer sound advice indeed for the turbulent times we live in. Natural disasters, social unrest, economic uncertainty, soaring food prices, an oil price threatening a tentative recovery by the global economy spell dangerous, difficult and challenging times indeed.

The instability and unpredictability necessitate those at the helm of the global community's economic, social and political life to keep their heads, to provide leadership, and to facilitate the constant alignments required as society adjusts to rapid, inexorable change.

Political leaders and managers need reliable, relevant and timely intelligence with a clear analysis of both present and future risk to achieve this imperative. The provision of intelligence information and the appraisal of risk encapsulate both the mission and the task of the management accountant in society today.

The devastating impact of the March earthquake and resultant tsunami on Japan's east coast tragically reinforces the need for the vital role we are trained to perform. Japan's nuclear industry required (but lacked?)

a system allowing time critical information to be fed into a defined set of predetermined remedial actions in keeping with an effective risk model. And a culture of transparency developed by sound corporate governance practices should have communicated instructions clearly, unambiguously and quickly to every internal and external stakeholder.

Unfortunately, the evidence to date suggests that this was not the case.

It is becoming apparent that the fundamental errors, oversights and poor management practices prevalent in Japan and particularly in the Tokyo Electric Power Company (TEPCO) are emerging as the major contributing factors to the enormous problems that country will face over coming months. The list of critical problems grows daily and include private sector stockpiling of fuel because the main petrol refineries were knocked out, no system for overriding petty rules and regulations during a national emergency and a media slavishly reporting what the government tells it to but, not communicating critical information about the real situation unfolding. And then there is TEPCO - a private monopoly operating nuclear power generators with no effective safety measures in place, ignoring any semblance of open-book management and failing to communicate a disaster plan for managing a major systemic failure to the workers required to manage it and to adjacent communities tragically forced to deal with the fallout.

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the fundamental errors, oversights and poor management practices prevalent in Japan... are emerging as the major contributing factors.



In light of these experiences there could never be a better time for the ICMA to begin promoting the process of Strategic Audit - potentially the total package for assessing and managing internal and external risk. *On Target Online* is adopting this as a theme to be examined in the current and future issues. The April Case Study introduces the Strategic Audit process by testing its potential to design and build a protective shield for delivering to the TEPCO's of this world a blueprint for proactively managing major disasters and, where possible, avoiding them.

Finally, I can report on progress for obtaining government recognition of management accounting as a value adding, specialised profession in its own right.

By publication time numerous meetings will have already been held with government officials and Australian members of parliament. Additionally, hundreds of letters will have gone to all parliamentarians explaining who we are, what we do, and bringing to their attention a set of endorsements from a number of prominent persons.

It is difficult to predict outcomes, but we are confident that a number of core objectives will be achieved before the end of the year. Of one thing, however, there is little doubt. By the end of this campaign hundreds of key opinion and decision makers will understand a great deal more about our profession, how it differs from general accounting, and how much value our members bring to economic and social life in the global community.

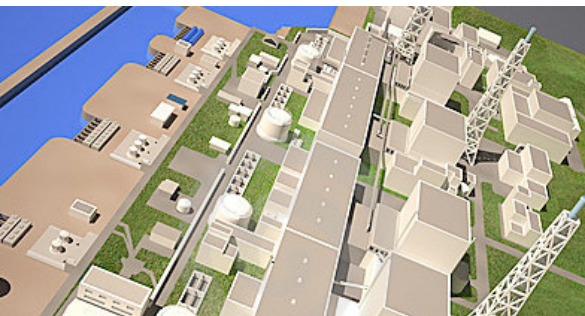
Leon Duval

CEO, ICMA

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the devastating *impact* of the March earthquake and resultant **tsunami** on Japan's east coast tragically reinforces the need for the **vital** role we are trained to perform.





Online ERP Systems Migrate to the Cloud

A forensic auditing maxim is to follow the money trail, and a variation is usefully applied to picking the future direction of the computing and data processing universe; just follow the cash trail to see where it is being invested.

According to an [editorial](#) in the 23 March edition of technology magazine ARN, data centres are a huge recipient of investment funds in Australia, the driver being the growth of cloud computing services.

Two authorities quoted in the same ARN issue make a number of predictions for cloud computing in 2011.

Melbourne IT CTO Glenn Gore believes that the next 12 months will see “a shift in the way clouds are built, to how clouds are used”.

Arun Chandrasekaran, a research director at market research company Frost & Sullivan recognises a number of focus areas:

- The development of standards based on reference implementations leading to publication of an evolving guide to best practice in the way the technology is applied
- Greater effort to cover customers' concerns around security and privacy
- More granular and enterprise grade service level agreements

For those still sceptical about the security and reliability of this new technology, these initiatives provide some level of comfort and they do encourage a closer examination of the potential offered for enhancing both information management and processing power.

The emerging opportunities of the cloud for the management accounting professional were recognised in the February *On Target Online* with a product review of a cloud based budgeting, reporting and simulation tool, Adaptive Planning.

Enterprise Resource Planning (ERP) is an application that has also begun its migration to the cloud. Although the take-up is not rapid, emerging case study experience is beginning to highlight both strategic and cost benefits for selecting an online as opposed to a server based application for an ERP system.

This month we interview Don McLean and Craig Traub, directors of Online One, a service provider that implements and supports cloud based system Netsuite. The objectives are to understand the benefits that an online ERP application may deliver to the user. Further, and recognising our interviewees' bias, we try also to gain an understanding of the risks presented by an online system as opposed to a server based system.

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[the **benefits** flowing from the ease and simplicity of connectivity cannot be emphasised enough.]

Q. What barriers would a prospective user have to anticipate when evaluating a migration from a server based system to one in the cloud?

A. A significant cost for any ERP system is it's up-front development, namely fashioning a customised façade, designing the systems and processes to fit the application into the culture and information priorities of the organisation, transferring existing data and the inevitable period of frustration when both new and legacy systems become organisation data and information sources.

The result, management avoids the problem and is saddled with an existing application long past its use- by- date.

A further powerful barrier is the comfort factor namely the resistance to change, "the thing I have and use I am familiar with and understand, I don't want to deal with something new right now".

Then there are the inevitable tensions between back office and operations divisions. Often innovations perceived as value generating have a greater call on scarce cash resources than those for the back office which are often considered a diluter rather than a contributor of value.

Finally, these barriers are heightened if the suggested system change is to be built on "new" technology, one that in the perception of management will remove precious data from internal to external control.

Q. Overcoming these barriers is a skill taught in the ICMA Strategic Cost Management program. It would make a good case study for the future, possibly you would like to prepare one for publication! In the meantime, can we ask you to describe the benefits a cloud based ERP system may offer to a prospective user?

A. Accepting that readers may consider our opinions to be a trifle biased we do, however, make no excuses for the fact that we believe in the system we implement and support! There are many benefits and we would summarise these simply as cost, ease of implementation, security of information, and connectivity. Going cloud for your ERP system means that hardware architecture becomes a non- issue both regarding its selection and its ultimate cost. Connection to the online system is achieved via an ordinary PC and a good internet connection. Expensive connectivity solutions to internal servers with the attendant speed, power and storage considerations are simply of no concern. This will immediately translate into a significant reduction of the implementation cost.

Netsuite, the application we support, is built on an Oracle data base; it is powerful and robust plus the front end is flexible facilitating cost effective customisation. It can be fashioned to fit most business types and does not need the high end programming experienced with applications like SAP.

The other real advantage, which at times takes some convincing, is the enormous improvement to the levels of data security. Becoming a user of Netsuite for example, means your data is stored on a data centre with a level of security and protection far beyond the budgetary constraints of most SME's and some large corporations. In addition, the

application is up-graded regularly allowing users to acquire immediate and seamless access to the new version as soon as it is switched on. There are no data migration issues either. It is a simple cost effective way to ensure that transaction capability, data storage, and processing systems are maintained at the cutting edge, never becoming obsolete.

Finally, the benefits flowing from the ease and simplicity of connectivity cannot be emphasised enough. There are many case studies but this is one we like quoting. An Australian Netsuite user was stuck at Istanbul airport after a flight delay and needed to prepare an urgent financial report for his CEO. The airport lounge provided computers with internet connectivity so he used the time to log onto Netsuite, prepare the report and simply email it to his CEO.



Q. We understand that you are not an independent source for outlining the associated risks but we would like your views on this.

A. Obviously, if your business is situated in an area with poor internet connection this is a major hurdle to overcome and in fact may prevent the implementation of a cloud based system. Another risk we recognise is the impact on the business should either the internet or the data centre go down. We have statistics that indicate in-house servers go down many more hours over a year than either the internet or the data centre holding the Netsuite application, by the way!

Obviously, a significant issue is what happens if the data centre is hit by natural or man-made disaster or even goes insolvent. Prospective users should investigate the vendor's data back-up processes to ensure that not only is the system and data held at one data centre but that the centre has a back-up to another centre allowing transition following a cataclysmic event.

The other risk we recognise is probably no different than when considering an internal server based application, namely the potential for vendor collapse or failure to maintain the system relevance. Prospective users need to undertake their own due diligence on this point, and if we may say so, Netsuite always comes through unscathed on this one!

Don and Craig are happy to receive any questions either on the subject of online ERP systems or on the NetSuite application. Contact may be made through the Online One website which is <http://onlineone.com.au>

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Our Member of the Month is **Yogendra Chhetri** of Kathmandu, Nepal who works in the finance and administrative unit of the UNESCO Nepal Country Office and is something of an ICMA ambassador in his region. He joined ICMA in November 2010 after attending the September 2010 ICMA certificate symposium in Mumbai, India.

Q. Did you complete all your studies in Nepal?

A. Yes, I completed masters degrees in Business Administration (MBA) and Business Studies (MBS) at Tribhuvan University Nepal.

Q. Which branch do you belong to, another in the region or have you started your own?

A. There are two other members in Nepal and so far we belong to ICMA HQs Australia. We are planning to conduct ICMA courses in Nepal as they are very useful for Nepalese finance and accounting professionals and entrepreneurs in corporate and financial institutions.

Q. Why is this and how relevant is management accounting to the Nepalese economy and business community?

A. The profession is very useful and relevant as despite some constraints the Nepalese economy is growing progressively. In this context, management accountants can help move things in the right direction by providing their competencies and skills to government, entrepreneurs, chief executives and the main players of various manufacturing, financial and service sector institutions.

Q. How extensive is that community?

A. It is very extensive and gradually increasing its activities.

Q. How did you learn of the ICMA?

A. I was looking for an internationally recognized professional accountability body and I found the ICMA by searching the web. It provides a very useful professional accreditation and recognition for those of us working in the field of finance and accountancy.

Q. Did you think joining the ICMA would help you in your job? Has it?

A. Definitely the ICMA courses help me to perform my current job and I am using the skills I learnt.

Q. What are the benefits of membership to you?

A. The benefits of being an ICMA member are many and primarily include being an internationally recognised professional, being proud of the ICMA post nominal, feeling more comfortable and confident working in the finance and accountancy fields as a management accountant.

Definitely the ICMA courses have *helped* me to perform my current job.

Q. What are you doing to create interest and extend ICMA membership in Nepal and your region?

A. I have organised two professional awareness seminars among accounting professional in Nepal. Most of them are showing keen interest in being a part of the ICMA. Gradually other interested accounting and financial professionals are also inquiring about ICMA courses and their availability in Nepal.

Q. How is that progressing?

A. There have been a significant number of discussions to disseminate ICMA education. I hope that in coming days we can establish a Nepalese association and once we have reached 100 members to establish an ICMA Branch in Nepal.

In each issue *On Target Online* turns the spotlight on someone of interest and achievement in our ranks. All branches are invited to nominate members they consider to be outstanding management accountants who have contributed both to their profession and the wider community. Nominations should be accompanied by a brief outline of why the nomination is significant and contact details for the nominee. Please address contributions to the editor ontarget@cmaweblines.org



Surabaya, Indonesia

Certified Management Accountant Program 2011 in Business Accounting Program UK Petra

The Business Accounting Program at Petra Christian University formed an international collaboration with ICMA Australia in a Memorandum of Understanding signed in early 2011

The head of the Business Accounting Program, Josua Tarigan, MBA said the ICMA was chosen because its program provides professional certification in management accounting combining accounting skills with business strategy in keeping with the goals of the Business Accounting Program. The certification also gives students of the program a global advantage. Later, the program will include the title of Certified Management Accountant.

The Dean of the Economic Faculty, Diah Dharmayanti, SE, MSi, CPM, CPBC, said that Petra Christian University is the first university in East Java to collaborate with ICMA Australia. She is optimistic that this collaboration will create professionals in strategic management accounting with international competence.

Melbourne, Australia

A well-attended Strategic Cost Management program was held at the Melbourne Hilton in February - March. Jan McGuinness, *On Target, Online* editor and Tammy Iliou, our public relations consultant attended part of the program to better understand its depth and scope.

"Although not a management accountant, I found the course extremely insightful, Ms Iliou said. "In particular, how the skills and expertise of management accountants can be applied to better assist companies and organisations in their strategic operations."

Dubai

The next ICMA symposium is scheduled for 21 to 27 April at the Sheraton Creek Hotel and Towers, Deira, Dubai.

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Participants and staff at the CMA Program 2011 Strategic Cost Management Module held from 6-12 February, Petra Christian University, Surabaya. Head of the Business Accounting Program, Mr Josua Tarigan is pictured top line far right.



Melbourne attendees shown with the ICMA President Derek Maullin are standing from left to right - Tony Mourani, Angela Ng, Rachel Butzin, Derek Maullin and Susan Saunders. Seated from left to right Sebastian Skrzipek, Joerg Poetzinger, Jutta Goldmann. Absent, Jan McGuinness and Tammy Iliou.

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