

School of Accounting and Commercial Law

MMPA 502 MANAGEMENT ACCOUNTING

Trimester 1, 2013

COURSE OUTLINE

| Names and Contact Details | Office | Telephone |
|---|---------------|------------------|
| <i>Course Coordinator & Lecturer</i> Ken Bates ken.bates@vuw.ac.nz Office Hours: TBA | RH 716A | 463 6474 |
| <i>Lecturer</i> Rodney Dormer rodney.dormer@vuw.ac.nz Office Hours: TBA | RH 727 | 463 7009 |
| <i>Course Administrator</i> Pinky Shah pinky.shah@vuw.ac.nz Office hours: Monday-Friday, 8.30am-5pm | RH 728 | 463 6921 |

Trimester Dates

Teaching Period: Monday 4 March – Friday 7 June

Study Period: Monday 10 June – Thursday 13 June

Examination Period: Friday 14 June – Wednesday 3 July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 15 March 2013.
2. The standard last date for withdrawal from this course is Friday 17 May 2013. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

There are 12 two hour lectures. Students are expected to attend all classes. Classes involve a mixture of lecture material, discussion, and group work.

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| Lecturer-led: | Week 1 only: | Tuesday 12.40 pm – 2.30 pm | RH LT 3 |
| | Week 2 onwards: | Tuesday 1.40 pm – 3.30 pm | RH LT 3 |

In addition to the lecturer led sessions, there will be one hour designated for student led activity, including group project case presentations. After week 1 the class will be split into two groups for the student led sessions.

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|--------------|----------------------------|-----------------------------|---------|
| Student-led: | Week 1 only (whole class): | Tuesday 2.40 pm – 3.30 pm | RH LT 3 |
| | Week 2 onwards: | | |
| | Group A | Tuesday 12.40 pm – 1.30 pm | RH LT 3 |
| | Group B (weeks 1-6) | Tuesday 3.40 pm – 4.30 pm | RWW 315 |
| | Group B (weeks 7-12) | Tuesday 11.30 am – 12.20 pm | RWW 315 |

Course Delivery

The course is delivered in one two-hour lecture a week, plus one hour of student led activity. The lecturer-led two hours will include lecturing, discussion and practice questions. Material will be assigned as pre- or post-lecture work.

The hour for student-led activity includes presentations of student individual projects and group projects. These project presentations are assessed and hence contribute to the final grades for the course. The remaining weeks will be used to discuss more conceptual material and practice case study preparation.

Group Work

Group presentations and reports must be a culmination of the combined efforts of all group members, with roughly equal effort put in by each student. Students should therefore establish a good working relationship with the group. Each group member will receive the same mark.

Collaboration on individual assignments is not allowed beyond general discussion as to the nature of the assignment question and general approach to answering it. On individual assignments students should NOT work together to produce any written work and should NOT loan out draft or completed assignments to other students.

Expected Workload

Total expected workload for an average student in this course is 150 hours.

It is expected that an average of 10 hours per week will be spent on this course during the 12 teaching weeks. This should consist of:

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|-----------|--|
| 3 hours | Lecture attendance |
| 2 hours | Preparation for student led discussion (when not presenting) |
| 1 hour | Group project (12 hours in total = undertaken in a block rather than weekly) |
| 1-2 hours | Preparation for lectures (pre-reading) |
| 2-3 hours | Post lecture revision (including revision questions and using MyAccountingLab) |
| ½ hour | Individual project (6 hours in total = undertaken in a block rather than weekly) |

Outside teaching weeks, a further 30 hours is expected to be spent on private study, course work and on revision,

Course Learning Objectives

Students who are successful in this course will be able to:

- Explain the role of management accounting in organisations;
- Classify costs according to their basic classification and behavioural concepts;
- Apply and contrast the absorption costing and the marginal costing principles;
- Apply the method of activity-based-costing;
- Apply various costing methods to both service and manufacturing industries;
- Use planning, decision making, and control techniques such as (i) cost-volume-profit analysis, (ii) budgeting and (iii) management by exception.

Course Content & Schedule *(subject to modification)*

| Date | Lecturer | Topic | Textbook chapter | Student-led activities |
|--|----------|--|------------------|--------------------------------------|
| 5 Mar | KB | Role of management accounting in organisations. | One | Case/discussion of MA's role |
| 12 Mar | KB | Cost-volume-profit (CVP) analysis. | Six | CVP exercises |
| 19 Mar | KB | Relevant costing and decision making. | Three | <i>Practice CVP case</i> |
| 26 Mar | KB | Traditional costing techniques. Full cost analysis in both manufacturing and services. | Two | <i>Practice decision making case</i> |
| EXTENDED EASTER BREAK (Thursday 28 March – Wednesday 3 April (inc)) | | | | |
| 9 Apr | KB | Activity based costing (ABC) and customer profitability analysis (CPA). | Four | Group project 1 |
| 16 Apr | KB | The pricing decision. | Five | Group project 2 |
| MID-TRIMESTER BREAK (Monday 22 April – Sunday 28 April) | | | | |
| <i>Mid Trimester Test – date subject to confirmation</i> | | | | |
| 30 Apr | RD | Budgeting | Five | Group project 3 |
| <i>Hand in individual project – due by 2pm on Friday 10 May</i> | | | | |
| 7 May | RD | Standard costing and variance analysis. | Six | Group project 4 |
| 14 May | RD | The behavioural aspects of control systems. | Seven | Group project 5 |
| 21 May | RD | Management accounting in the public sector. | Readings | Discussion of budgeting papers |
| 28 May | RD | Balanced performance measurement. | Ten | Individual project presentations |
| 4 Jun | RD | Strategic Management Accounting Course conclusion and revision. | Nine | Individual project presentations |

KB = Ken Bates, RD = Rodney Dormer

Readings

Required Textbook:

Peter Atrill, & Eddie McLaney; 2009 *Management Accounting for Decision Makers* (7th edition)
Financial Times Press, Essex.

Recommended:

Wendy Fleet, Jane Summers, & Brett Smith; 2004 *Communication Skills Handbook for Accounting* John Wiley & Sons, Milton.

Additional readings will be provided in class and/or on Blackboard.

Materials and Equipment

Calculators should be brought to all lectures.

Students that are unfamiliar with management accounting should ensure they have access to the MyAccountingLab resource associated with the textbook.

Assessment

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| Individual Project | 15% | Hand in report by 2.00 pm on Friday 10 May 2013 Presentations on 28 May and 4 June 2013 . |
| Group Project | 15% | Group Report to be handed to lecturer immediately before presentation (see course schedule). |
| Mid-Trimester Test | 20% | During week commencing 29 April – Date to be confirmed. |
| Exam | 50% | Date to be advised – see ‘Examinations’ below. |

Individual Project (15%)

Provide a report based on a review of an academic management accounting paper.

Instructions:

- Select a peer reviewed journal article, of at least 8 pages in length, on any aspect of management accounting. You may not chose any article already provided as part of the course readings.
- Write a 500-600 word report on the article for the chief executive of a company. The report should outline the content of the article, the implications for your firm and your proposed recommendations, based on the article, for potential changes in the company.

You can chose the company type; i.e. industry, country, size, strategy, but make your choice clear by including within your project report a one paragraph summary of your company.

Project reports should be placed in the MMPA 502 assignment box on the mezzanine floor in Rutherford House no later than **2.00 pm on Friday 10 May 2013**. State the word count of your report and note that *project reports that exceed 600 words will be subject to a 20% penalty per 100 words over the 600 word limit*.

- In addition to handing in the project report by the due date, all projects will be presented to the class on either **Tuesday 28 May or Tuesday 4 June 2013**. This will be in the form of ‘speed presentation’ where each presenter will have a **maximum of 3 minutes** to present a summary of the key ideas gleaned from their selected paper, as if to the CEO of your company, and a **further 1 minute** to answer questions from the CEO (i.e. the lecturer).

Note: Students should attend both presentation sessions for their seminar group, as this will provide exposure to a broad selection of management accounting papers.

Mark allocation for the individual project is:

| | |
|----------------------------|-----|
| Report: | |
| Content | 30% |
| Implications | 30% |
| Recommendations | 20% |
| Speed presentation: | 20% |

Group Project (15%)

The class will be allocated into small groups. Each group will be responsible for the presentation to the class of one case study. The presentation will take about 45 minutes per group, including time for questions. For each case presentation the presenting group will be acting as a team of consultants (or an internal project work group) hired (or constituted) to address a particular problem, and present their recommendations to the management. An oral presentation and a written, executive style, report will be required, each worth 50% of the overall marks. More detail is provided on the case presentation marking scheme, which will be circulated. Also students will have the opportunity to participate in a practice case presentation and gain feedback on their performance.

The written report should be handed to the lecturer immediately **BEFORE** the oral presentation. The presenting group will need to outline the case problem, explain the relevant management accounting techniques they have used to address the problem and present the analysis undertaken and appropriate recommendations and conclusions, i.e. their proposed solution to the case. They will also be expected to answer questions from other groups, and justify their recommendations as necessary.

All other groups should themselves have worked on the case and prepared their own answers. They will therefore be in a position to “challenge” the presenting group if they have different interpretations or answers. The other groups will each be expected to ask **at least one question** of the presenting group, **who will gain marks for the quality of their answers**.

We expect that students should spend on average 12 hours working on this project. A significant amount of this time, although not all, will be working as a group. It is expected that all members of the group make a significant contribution to the group project and it is up to the group themselves to ensure that this happens. Therefore, all group members will receive the same mark.

Mid-Trimester Test (20%)

The mid-trimester test is closed book and will be one hour long. It will consist of multiple choice and/or short answer questions. The mid-trimester test is scheduled during the week commencing **29 April 2013**. This date is yet to be confirmed. Time and location of the test will be advised in lectures and via Blackboard.

Exam (50%)

The exam is closed book and will be **two hours long**. It will consist of long answer type questions including mini cases. See ‘Examinations’ on the next page for more information.

Penalties

Late individual projects will be subject to a 20% per day penalty, unless accompanied by certification by a doctor or similar. Late group projects will not be accepted.

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and submitted to Turnitin. A copy of submitted materials will be retained on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

Examinations

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the following period:

14 June – 3 July

Mandatory Course Requirements

In addition to obtaining an overall course mark of 50 or better, students must:

- Fully participate in the Group project, including both the preparation of the report and the presentation.
- Obtain a minimum mark of 40% in the final examination

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the course coordinator and the class. The class representative provides a communication channel to liaise with the course coordinator on behalf of students.

Communication of Additional Information

Additional information concerning this course will be provided in lectures and posted on Blackboard: <http://blackboard.vuw.ac.nz>. Urgent notices will be circulated by email.

Link to general information

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to Students

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.
