

School of Accounting and Commercial Law

## MMPA 502 MANAGEMENT ACCOUNTING

Trimester 3, 2014

### COURSE OUTLINE

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#### Names and Contact Details

<i>Course Coordinator &amp; Lecturer</i>	Martien Lubberink <a href="mailto:martien.lubberink@vuw.ac.nz">martien.lubberink@vuw.ac.nz</a> Office Hours: TBA	RH 702	463 5968
<i>Lecturer</i>	Rodney Dormer <a href="mailto:rodney.dormer@vuw.ac.nz">rodney.dormer@vuw.ac.nz</a> Office Hours: TBA	RH 727	463 7009
<i>Course Administrator</i>	Rebekah Sage <a href="mailto:rebekah.sage@vuw.ac.nz">rebekah.sage@vuw.ac.nz</a> Office hours: Monday-Friday, 8.30 am – 5.00 pm	RH 728	463 6921

#### Trimester Dates

Monday 17 November 2014 – Tuesday 24 February 2015

#### Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 28 November 2014.
2. The standard last date for withdrawal from this course is 27 January 2015. 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

Tuesdays: 5.40 pm – 8.30 pm

Venue: GB LT2 (Government Buildings Lecture Theatre 2), Pipitea Campus.

## **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 will 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:

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.

## **Prescription**

Cost and management accounting in the contemporary business environment.

## **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

The lecture schedule (subject to modification) is provided on the last page of this course outline.

## Readings

### **Required Textbook:**

Atrill, P. & McLaney, E. (2012) *Management Accounting for Decision Makers* (7<sup>th</sup> ed.). Essex, UK: Financial Times Press.

### **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

Please bring your calculators to all lectures.

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

## Assessment

Assessment Item	%	Due Dates	Course Learning Objectives Assessed
Individual Project	15%	Report due by <b>2.00 pm on Friday 5 December</b> Presentations are on <b>weeks 4, 5 and 6</b>	Depending on the academic paper chosen by the student
Group Project	15%	Group Report to be handed to lecturer immediately before presentation. (see course schedule)	Depending on the topic of the case assigned
Mid-Trimester Test	20%	<b>9.30 am Thursday 8 January 2015 in GB LT2</b> 1 hour, Closed book	(a), (b), (c) and (f)
Final Test	50%	<b>5.45 pm Tuesday 24 February 2015</b> 2 hours, Closed Book	All

### **Individual Project (15%)**

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

- 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 officer (CEO) 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 5 December 2014**. 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. The word count includes all words, including appendices, references, notes, headers, footers, main text, quotes, etc.
- Please **submit two copies: one hard copy** in the appropriate assignment box on the Mezzanine floor of Rutherford House; and, **one electronic copy via Blackboard** (see the Turnitin section on the MPA Student Information Site on Blackboard for electronic submission instructions).
- In addition, all projects will be presented to the class during the weeks 4, 5, and 6. 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 all presentation sessions for their seminar group, as this will provide exposure to a broad selection of management accounting papers.

The mark allocation for the individual project is:

<b>Report:</b>	
Content	30%
Implications	20%
Recommendations	15%
Quality of writing, presentation, and referencing	15%
<b>Speed presentation:</b>	20%

### ***Group Project (15%)***

The class will be allocated into small groups after week 2. 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 then 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 be assessed on 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. This means 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 include multiple choice and/or short answer questions. The mid-trimester test is scheduled for **9.30 am on Thursday 8 January 2015 in GB LT2**.

### ***Final Test (50%)***

The Final Test is closed book and will be **two hours long**. It will consist of long answer type questions including mini cases. The final test is scheduled for **5.45 pm Tuesday 24 February 2015 in GB LT2**.

## **Penalties**

### ***Assignments***

Assignments (i.e. individual and group projects) must be handed in on or before the due date and time. In fairness to other students, any individual project submitted after the deadline will be subject to a penalty of 5% of the total marks available for every day or part of a day (including Saturdays and Sundays) that the assignment is submitted late. Late group projects **will not** be marked.

An extension or waiver (with no penalty) will be considered on the grounds of exceptional personal circumstances. Students must complete the 'Assignment Extension/Waiver Application Form' available on Blackboard and submit the form (with the relevant supporting documentation) to Rebekah Sage, preferably before the assignment due date.

### ***Tests***

Unjustifiable absence from any test will result in a mark of 'zero' for that test and may result in a student not meeting mandatory course requirements.

Students unable to take scheduled tests due to exceptional circumstances, must complete the 'Consideration of Exceptional Personal Circumstances for Tests Application Form' available on Blackboard. Submit this form to Rebekah Sage as early as possible, preferably before the test date.

***Exceptional Personal Circumstances*** include an impairment assessed by Disability Services, illness, bereavement, circumstances involving the health or wellbeing of a relative or close friend, compulsory attendance at court, national or international representative commitments, significant cultural commitments, or activities in which the student is representing the University.

***Note:*** *Not being organised or failing to plan ahead are **not** exceptional circumstances.*

**The submission of an application does not mean that it has been approved. Penalties, as detailed below, will apply if the application is not granted.**

## **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.

## **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.
- Must attend the mid-term test.
- Obtain a minimum mark of 40% in the final test.

If you cannot complete an assignment or sit a test or examination, refer to [www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

## **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.

## **Student feedback**

Any feedback is considered and followed up.

Student feedback on University courses may be found at:

[www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)

## **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.

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**Course Content & Schedule (subject to modification)**

Week	Date	Lecturer	Topic	Textbook chapter	Student-led activities
1	18-Nov	ML	The role of management accounting in organisations.	One	Case/discussion of MA's role
2	25-Nov	ML	Costing for decision making	Two	Exercises
3	2-Dec	ML	Cost-volume-profit (CVP) analysis.	Three	Costs for decision-making exercises
	5-Dec		<b>Individual Project Report due by 2.00 pm Fri 5 December 2014</b>		
4	9-Dec	ML	Traditional costing systems – full costing.	Four	Individual project presentations
5	16-Dec	ML	Advanced costing systems I - activity based costing (ABC) and customer profitability analysis (CPA).	Five	Individual project presentations

**Mid-Trimester Break: Monday 22 December to Sunday 4 January**

6	6-Jan	ML	TQM, cost and pricing, economic pricing.	Five	Individual project presentations
			<b>Mid Trimester Test 9.30 am Thursday 8 January 2015, GB LT2</b>		
7	13-Jan	RD	Budgeting	Six	Discussion of budgeting papers
8	20-Jan	RD	Standard costing and variance analysis.	Seven	Group project 1
9	27-Jan	RD	The behavioural aspects of control systems.	Seven & readings	Group project 2
10	3-Feb	RD	Management accounting in the public sector.	Readings	Group project 3
11	10-Feb	RD	Balanced performance measurement.	Ten	Group project 4
12	17-Feb	RD	Strategic Management Accounting	Nine	Group project 5
			Course conclusion and revision.		
	24-Feb		<b>Final Test 5.45pm Tuesday 24 February 2015, GB LT2</b>		

**RD** = Rodney Dormer

**ML** = Martien Lubberink,