

School of Accounting and Commercial Law

## MMPA 502 MANAGEMENT ACCOUNTING

Trimester 1, 2015

### 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>	RH 702 Mobile:	463 5968 021-1347500
<i>Lecturer</i>	Ken Bates <a href="mailto:ken.bates@vuw.ac.nz">ken.bates@vuw.ac.nz</a>	RH 716A	463 6474
<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

Teaching Period: Monday 2<sup>nd</sup> March – Friday 5<sup>th</sup> June  
 Study Period: Monday 8<sup>th</sup> June – Thursday 11<sup>th</sup> June  
 Examination Period: Friday 12<sup>th</sup> June – Wednesday 1<sup>st</sup> July (inclusive)

#### Withdrawal from Course

- Your fees will be refunded if you withdraw from this course on or before Friday 13<sup>th</sup> March 2015.
- The standard last date for withdrawal from this course is Friday 15<sup>th</sup> May. 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 or [online](#).

#### Class Times and Room Numbers

Week	Lecture-led	Student-led	Day	Room
<b>Week 1</b>	12.40 pm – 2.30 pm	All: 2.40 pm – 3.30 pm	Monday	RH LT3
<b>Weeks 2-6 &amp; Weeks 8-11</b>	12.40 pm – 4.30 pm	Group A: 12.40 pm – 1.30 pm Group B: 1.40 pm – 2.30 pm		
<b>Weeks 7 &amp; 12</b>	12.40 pm – 4.30 pm	-	Wednesday	GB LT3
	-	Group A: 12.40 pm – 1.30 pm	Wednesday	GB LT4
	-	Group B: 1.40 pm-2.30 pm		

## **Course Delivery**

The course is delivered in one two-hour lecture per week (for 12 weeks), plus one hour of student-led activity. The lecturer-led two hours will include a mixture of lecture materials discussion and group work.

The hour for student-led activity includes presentations of individual projects and group case projects. These project presentations are assessed and will contribute to the final grades for the course. After week 1 the class will be split into two groups for the student-led sessions.

## **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 their 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 an average weekly workload 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)
1½ hours	Preparation for lectures (pre-reading)
2 hours	Post lecture revision (including revision questions)
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:

- (a) Explain the role of management accounting in organisations;
- (b) Classify costs according to their basic classification and behavioural concepts;
- (c) Apply and contrast the absorption costing and the marginal costing principles;
- (d) Apply the method of activity-based-costing;
- (e) Apply various costing methods to both service and manufacturing industries;
- (f) 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.). Pearson Education Limited. Harlow England.

### **Recommended:**

Fleet, W., Summers, J., & Smith, B. (2004) *Communication Skills Handbook for Accounting*, John Wiley & Sons, Milton: Australia.

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

## Materials and Equipment

Only non-electronic foreign language to English dictionaries with no writing or indexing and silent and non-programmable calculators or silent programmable calculators with their memories cleared are permitted in the test or examination.

## Assessment

The Assessment Handbook will apply to all VUW courses: see

<http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

Assessment Item	%	Due Dates	Course Learning Objectives Assessed
<b>Individual Project</b>	15%	Report <b>due by 2.00 pm Friday 20<sup>th</sup> March 2015</b> Presentations are on <b>weeks 4, 5 and 6</b>	Depending on the academic paper chosen by the student
<b>Group Project</b>	15%	Group Report to be handed to lecturer immediately before presentation. (see lecture schedule)	Depending on the topic of the case assigned
<b>Mid-Trimester Test</b>	20%	<b>2.30 pm Friday 24<sup>th</sup> April 2015,</b> <b>Location TBC</b> 1 hour, Closed book	(a), (b), (c) and (f)
<b>Exam</b>	50%	<b>During the exam period</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.
- 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) **no later than 2.00 pm Friday 20<sup>th</sup> March 2015**. 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.

- All projects will be presented to the class during 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 presenting 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 **2.30 pm on Friday 24<sup>th</sup> April 2015, Location TBC**.

### ***Exam (50%)***

The exam is closed book and will be **two hours long**. It will consist of long answer type questions including mini cases. The exam will be held during the exam period. See under 'Examinations' for more information.

### **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 the MPA Administrator, preferably before the assignment due date.

#### ***Test***

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 the MPA Administrator 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 previously, 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.

### **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:

Friday 12<sup>th</sup> June – Wednesday 1<sup>st</sup> July (inclusive)

## **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.

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>.

Students are encouraged to ask questions in class.

## **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.

## Lecture Schedule

Week	Date	Lecturer	Topic	Textbook chapter	Student-led activities
1	2 <sup>nd</sup> Mar	ML	The role of management accounting in organisations.	One	Case and discussion of management accounting.
2	9 <sup>th</sup> Mar	ML	Costing for decision making.	Two and Three	Costing for decision making exercise.
3	16 <sup>th</sup> Mar	ML	Cost-volume-profit (CVP) analysis.	Three	CVP analysis exercise.
	20 <sup>th</sup> Mar		<b>Individual Project Report due by 2.00 pm Friday 20 March 2015</b>		
4	23 <sup>rd</sup> Mar	ML	Traditional costing systems – full costing.	Four	Individual project presentations.
5	30 <sup>th</sup> Mar	ML	Advanced costing systems - activity based costing (ABC).	Five	Individual project presentations.
<b>Mid-Trimester Break: Friday 3 April to Sunday 19 April 2015</b>					
6	20 <sup>th</sup> Apr	ML	Cost based pricing and economic pricing.	Five	Individual project presentations.
			<b>Mid Trimester Test – 2.30 pm Friday 24 April 2015, Location TBC</b>		
7	Wed 29 <sup>th</sup> Apr	KB	Planning and budgeting (incl. behavioural implications.)	Six	Practice case presentation on pricing.
8	4 <sup>th</sup> May	KB	Flexible budgets and performance analysis.	Seven	Group project 1 - planning and budgeting case.
9	11 <sup>th</sup> May	KB	Standard costing and variance analysis.	Seven	Group project 2 - performance analysis case.
10	18 <sup>th</sup> May	KB	Performance measurement – financial measures.	Readings	Group project 3 – full variance analysis case.
11	25 <sup>th</sup> May	KB	Balanced performance measurement systems.	Nine pp. 353-360	Group project 4 – financial performance measurement case.
12	Wed 3 <sup>rd</sup> Jun	KB	Introduction to strategic management accounting. Revision.	Nine pp. 336-352	Group project 5 – balanced performance measurement case.

ML = Martien Lubberink KB = Ken Bates

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