BUSN2011
Management Accounting

Course Description
This course provides students with an appreciation of management accounting concepts related to the management functions of decision-making, planning and control. The course introduces a range of management accounting tools, including job and process costing, variance analysis, activity based costing and the balanced scorecard. Students are introduced to the application of management accounting tools for pricing, budgetary control, cost allocation and performance evaluation as well as new developments in management accounting knowledge and techniques and how to assess these through cost-benefit analysis.
COURSE OVERVIEW

Learning Outcomes (LO)
After studying this course, you are expected to have attained proficiency in the following areas:

- be familiar with a range of management accounting tools, including: variance analysis, contribution margin analysis, activity analysis, cost estimation using regression analysis;
- know how to apply management accounting tools for the following purposes: budgetary control, pricing, cost allocation, performance evaluation;
- appraise the costs and benefits of different conventional and modern costing systems (e.g., absorption and variable costing, standard costing, activity-based costing); and
- appreciate the need for a balance between financial and non-financial information in decision making, control and performance evaluation.

Prescribed Textbook

Students are expected to have previewed the relevant reading(s) prior to each lecture. There are other texts for an alternative coverage of the material.

Research-Led Teaching
This course draws upon business practices, case studies and the research experience of the convenor. The team assignment is set in a practical business context and requires students to conduct research and refer to past empirical accounting research.

Continuous Improvement
We use feedback from students, professional bodies and staff to make regular improvements to the course. In response to this feedback, design improvements from the previous version of the course include:

- More real world examples and case studies
- More in-lecture practice activities to improve problem-solving skills
- More active learning in tutorial classes

Student Feedback
All CBE courses are evaluated using Student Experience of Learning and Teaching (SELT) surveys, administered by Planning and Statistical Services at the ANU. These surveys are offered online, and students will be notified via email to their ANU address when surveys are available in each course. Feedback is used for course development so please take the time to respond thoughtfully. Course feedback is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching and to improve courses across the university. For more information on student surveys at ANU and reports on feedback provided on ANU courses, visit http://unistats.anu.edu.au/surveys/selt/students/ and http://unistats.anu.edu.au/surveys/selt/results/learning/
<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Readings**</th>
<th>Self-Study Questions**</th>
<th>Tutorial Questions**</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Cost Terms &amp; Concepts</td>
<td>Ch 1 &amp; Ch 2</td>
<td>Ch 2: 11, 20, 37</td>
<td>No tutorial</td>
</tr>
<tr>
<td>2</td>
<td>Cost Behaviour CVP Analysis</td>
<td>Ch 3 &amp; App Ch 4 &amp; App. 4-1</td>
<td>Ch 3: 19, 23, 25, 38 Ch 4: 14, 20, 23</td>
<td>Ch 2: 23, 38, 42</td>
</tr>
<tr>
<td>3</td>
<td>Job Costing System</td>
<td>Ch 5 (pp.166-181) Ch 2: 13, 15, 33 Ch 4: 29, 47</td>
<td>Ch 5: 17, 19, 25, 27 Ch 3: 31, 37</td>
<td>Ch 3: 31, 37</td>
</tr>
<tr>
<td>4</td>
<td>Process Costing</td>
<td>Ch 5 (pp.181-190) &amp; App. 5-1 Ch 5: 10, 30, 31, 32, 33</td>
<td>Ch 5: 37, 44 Ch 2: 44</td>
<td></td>
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<tr>
<td>5</td>
<td>Activity-Based Costing &amp; Management</td>
<td>Ch 6 (pp.208-231) Ch 6: 12, 30, 45</td>
<td>Ch 6: 12, 30, 45</td>
<td>Ch 5: 35, 42, 43</td>
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<tr>
<td>6</td>
<td>Budgets &amp; Flexible Budgets</td>
<td>Ch 10 &amp; App. 10-1 Ch 11</td>
<td>Ch 10: 3, 26, 28 Ch 11: 24, 38, 41</td>
<td>Ch 6: 49, 51, 52</td>
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<tr>
<td>7</td>
<td>Mid-semester Exam (No Lectures and Tutorials)</td>
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<td></td>
<td>Mid-Semester Break – 3 to 19 April</td>
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<tr>
<td>8</td>
<td>Overhead Cost Variances and Management Control</td>
<td>Ch 12</td>
<td>Ch 12: 13, 21, 23 Ch 11: 25, 39</td>
<td>Ch 10: 38</td>
</tr>
<tr>
<td>9</td>
<td>Allocation of Support Department Costs</td>
<td>Ch 6 (pp.232-237) Ch 13</td>
<td>Ch 13: 6, 21, 22</td>
<td>Ch 12: 28, 39, 41</td>
</tr>
<tr>
<td>10</td>
<td>Accounting for Decision Making: Cost Management and Pricing Issues</td>
<td>Ch 7 Ch 8 Ch 9</td>
<td>Ch 7: 17 Ch 8: 19, 22 Ch 9: 22</td>
<td>Ch 13: 7, 20, 31 (Assignment due)</td>
</tr>
<tr>
<td>11</td>
<td>Measuring and Managing Performance</td>
<td>Ch 15</td>
<td>Ch 15: 8,18,19, 20 Ch 8: 19, 40 Ch 9: 24, 26</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Capital Expenditure Decisions</td>
<td>Ch 18</td>
<td>Ch 18: 18, 20</td>
<td>Ch 15: 34, 35, 36</td>
</tr>
<tr>
<td>13</td>
<td>Course Overview</td>
<td>ALL</td>
<td>Ch 18: 22, 23, 35</td>
<td></td>
</tr>
</tbody>
</table>

* Ch = Chapter; pp. = pages; App. = Appendix ** Prescribed textbook
COURSE ASSESSMENT

Assessment Summary

Details about assessment may change during the first two weeks of semester. Please ensure that you check with your lecturer or tutor about any changes. Changes to the assessment schedule will be posted to the Wattle site.

<table>
<thead>
<tr>
<th>Item</th>
<th>Title</th>
<th>Value</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mid-semester Examination</td>
<td>25%</td>
<td>Week 7</td>
</tr>
<tr>
<td>2</td>
<td>Team Assignment</td>
<td>15%</td>
<td>Week 10</td>
</tr>
<tr>
<td>3</td>
<td>Final Examination</td>
<td>60%</td>
<td>Examination period</td>
</tr>
</tbody>
</table>

All components of the above assessment are compulsory and must be submitted. **To achieve an automatic pass grade in this course you must obtain 50% or more overall and pass the final examination component.**

Learnings Outcomes-Assessment

This table illustrates how each assessment item provides evidence about your achievements against each learning outcome.

<table>
<thead>
<tr>
<th>Course Learning Outcomes</th>
<th>Assignment</th>
<th>Mid-Semester Examination</th>
<th>Final Examination</th>
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</thead>
<tbody>
<tr>
<td>be familiar with a range of management accounting tools, including: variance analysis,</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>contribution margin analysis, activity analysis, cost estimation using regression analysis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>know how to apply management accounting tools for the following purposes: budgetary</td>
<td>√</td>
<td>√</td>
<td>√</td>
</tr>
<tr>
<td>control, pricing, cost allocation, performance evaluation</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>appraise the costs and benefits of different conventional and modern costing systems</td>
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<td></td>
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</table>
Assignment: Team Case Study

<table>
<thead>
<tr>
<th>Due Date</th>
<th>5th May 2015 (Week 10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value or Weighting (%)</td>
<td>15%</td>
</tr>
<tr>
<td>Suggested Length</td>
<td>To be advised on Wattle</td>
</tr>
<tr>
<td>Details</td>
<td>This is a team case study assignment to be completed in teams of 3 to 4 students. Further details will be available on Wattle latest by Week 5.</td>
</tr>
<tr>
<td>Presentation requirement</td>
<td>Assignments are to be word-processed, printed on one side of the page, using the Times New Roman font size 12 (or equivalent). The line spacing must be at least a line and a half and there must be a minimum page margin 2.5 cm on all sides. Use of strict, professional expression is expected</td>
</tr>
<tr>
<td>Marking Criteria</td>
<td>To be advised on Wattle</td>
</tr>
</tbody>
</table>

Assignment Submission
The assignment must be submitted in the slot under the counter of the ABIS office by 4pm on the due date. All assignments are cleared, sorted and date-stamped at 4pm on due date. Do not hand your assignment to the lecturer or tutor. If you intend to submit the assignment prior to the due date, you must advise the office staff in advance of your intention to do so. Non-submission of the assignments will preclude you from qualifying for a supplementary or further examination.

Late assignments are to be placed in the assignment submission box with a note on the cover sheet to stipulate the due date and actual date of submission.

Extensions and Penalties
All requests for assignment extensions must be made in writing in advance of the due date to the course convener. Late assignments will not be accepted without valid reasons.

Non-submission of a compulsory assignment will preclude students from qualifying for a supplemental or further examination. Late assignments attract a 5% penalty per working day or part thereof and are not accepted after the tenth working day after the due date.

Returning Assignments
Students should check Wattle for instructions regarding the return of marked assignments.
Examinations

Mid Semester Examination
In Week 7, topics covered from Weeks 1 to 5 up to, and including, “Activity Based Costing and Management” will be examined. You will be advised of the examination time on Wattle, in lectures and on the notice board outside the ABIS Office. This examination is closed book but the following are permitted:
- Translation dictionaries with signed permission forms. Permission forms for translation dictionaries are available from the Wattle or the ABIS School Office foyer. Electronic dictionaries are not allowed.
- Non-programmable calculator.

Final Examination
The final examination will involve a 3 hour paper, plus a 15 minute reading time. The examination will be based on the topics scheduled in weeks 1 to 12 inclusive. The examination will be a closed book. Permitted materials for the final examination:
- Translation dictionaries with signed permission forms. Permission forms for translation dictionaries are available from the Wattle or the ABIS School Office foyer. Electronic dictionaries are not allowed.
- Non-programmable calculator.

Scaling
Your final mark for the course will be based on the raw marks allocated for each assignment or examination. However, your final mark may not be the same number as produced by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e. if your raw mark exceeds that of another student, then your scaled mark will exceed or equal the scaled mark of that student), and may be either up or down.

Referencing Requirements
It is the responsibility of each individual student to ensure that:
1. you are familiar with ANU policy for academic integrity
2. work submitted for assessment is original
3. appropriate acknowledgement and citation is given to the work of others
4. you declare your understanding of, and compliance with, the principle of academic integrity by completing the appropriate cover sheet when submitting assessment items
For information on academic honesty and integrity please refer to http://academichonesty.anu.edu.au/
READING LISTS

Prescribed textbook

Other references

Online references
ANU library catalogue at http://library.anu.edu.au
CPA Australia - www.cpaaustralia.com.au
The Institute of Chartered Accountant in Australia (ICAA) - www.icaa.org.au
UK Chartered Institute of Management Accountants at http://www.cimaglobal.com
TUTORIAL REGISTRATION

Tutorial signup for this course will be done via the Wattle website. Detailed information about signup times will be provided on Wattle or during your first lecture. When tutorials are available for enrolment, follow these steps:

1. Log on to Wattle, and go to the course site.
2. Click on the link “Tutorial signup here”
3. On the right of the screen, click on the tab “Become Member of ……” for the tutorial class you wish to enter.
4. Confirm your choice

If you need to change your enrolment, you will be able to do so by clicking on the tab “Leave group…” and then re-enrol in another group. You will not be able to enrol in groups that have reached their maximum number. Please note that enrolment in ISIS must be finalised for you to have access to Wattle.

Workload

Students taking this course are expected to commit at least 10 hours a week to completing the work. This will include:

- 2 hours a week: Lecture
- 1 hour a week: Tutorial
- 7 hours a week: reading, research, self-study, writing and assignment preparation, working on Wattle site (including discussions and online learning)

Be prepared for class. Thorough preparation involves pre-reading (e.g., having read the appropriate readings for the week), which will enable you to obtain maximum benefit. Where notes are provided, bring them and familiarise yourself with their contents.

Lectures will provide instruction in the use of relevant management accounting techniques and will raise issues relating to the use of such techniques in complex organisational settings. Tutorials will cover tasks that help students to develop technical skills in computation, skills in the application of management accounting techniques to organisational situations and problems, and will canvass issues relating to the design of management accounting systems. While there is no assessment on tutorial attendance, it is a vital part of the learning process. You have a responsibility, both to yourself and fellow students in this course, for how the class progresses. This reflects actual business practice where, as a member of an organisation, you are required to act professionally and responsibly to benefit your organisation, your career and yourself. Consequently, you are expected to prepare and attend tutorials as part of your commitment to this course.

Self-Study

Self-study is a key element of the learning design of this course. The course textbook and other recommended texts provide self-study materials to facilitate deeper learning of core elements of the course. The aim of these self-study questions is to encourage students to assume responsibility in the learning process, and to make the seminar more effective. Thus onus is on students to review and complete these materials. Staff will be available in consultation hours to assist with difficulties experienced with the materials.
COMMUNICATION

Email
If necessary, the lecturers and tutors for this course will contact students on their official
ANU student email address. Information about your enrolment and fees from the Registrar
and Student Services’ office will also be sent to this email address.

Announcements
Students are expected to check the Wattle site for announcements about this course, e.g.
changes to timetables or notifications of cancellations. Notifications of emergency
cancellations of lectures or tutorials will be posted on the door of the relevant room.

Course URLs
More information about this course may be found on:
• Programs and Courses (http://programsandcourses.anu.edu.au/2015/Catalogue)
• the College of Business and Economics website (http://cbe.anu.edu/courses) and
• Wattle (https://wattle.anu.edu.au), the University’s online learning environment. Log on to
Wattle using your student number and your ISIS password.

POLICIES

The University offers a number of support services for students. Information on these is
available online from http://students.anu.edu.au/studentlife/

ANU has educational policies, procedures and guidelines, which are designed to ensure that
staff and students are aware of the University’s academic standards, and implement them.
You can find the University’s education policies and an explanatory glossary
at: http://policies.anu.edu.au/

Students are expected to have read the Student Academic Integrity Policy before the
commencement of their course.

Other key policies include:

• Student Assessment (Coursework)
• Student Surveys and Evaluations
• Copyright (http://copyright.anu.edu.au/)