



BUSINESS SCHOOL
Te Kura Pakihi

COURSE OUTLINE

ACCT 307 ***Management Accounting***

Semester Two, 2021

Paper Description and Aims

The course is intended to broaden students' appreciation of the role of management accounting techniques and applications in organisations. It builds on the student's existing management accounting knowledge and applies a systematic and in-depth analytic treatment of management accounting topics that encourages the application of analytic reasoning and use of formal models to assist managers in decision making and control activities. It further expects enhancing students' awareness of the contemporary management accounting practices in real world business organisations.

Prerequisites: ACCT 222 and ACCT 233 or ACFI201

Learning Outcomes

Upon successful completion of this paper, you should be able to acquire the following skills and personal qualities:

- a. Carrying out costing and quantitative techniques at an advanced level
- b. Applying costing techniques in production and service firms
- c. Reviewing the literature that challenges the validity of traditional quantitative techniques as well as theoretical underpinning of contemporary strategic management accounting practices
- d. Applying and defending the appropriateness of techniques to the production/service and presentation of information for management decision making by the use of real world case studies
- e. Demonstrating the ability to acquire new knowledge and new skills, the capacity for self-directed activity and the ability to work independently
- f. Understanding and integrating theories of Organisational Behaviour, Strategic Management and Organizational Theory to Management Accounting
- g. Demonstrating leadership while working constructively, cooperatively, effectively, and respectfully with others [teamwork, lifelong learning, self-motivation] and acquire personal qualities associated with leadership such as accountability, integrity, respect, and self-reflection
- h. Demonstrating the ability to analyse issues logically, to challenge conventional assumptions, to consider different options and viewpoints, make informed decisions and act with flexibility, adaptability and creativity
- i. Demonstrating the ability to acquire new knowledge and new skills, the capacity for self-directed activity and the ability to work independently.
- j. Demonstrating effective oral presentation and written communication skills.

Teaching Staff

Paper Coordinator and lecturer

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Seminar Facilitator

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Course Delivery

Lecture Day/Time:	Monday 12.00 noon to 12.50 pm	Room: see eVision
	Tuesday 9.00 am to 9.50 am	Room: see eVision

Every week students must attend both lectures and one 2-hour seminar.

Lectures present the key conceptual material through discussion, problem solving and interaction between teaching staff and students. Lectures are supported by readings.

Seminars are interactive, collaborative sessions in which students attempt to cement concepts presented at lectures with their peers in a supportive environment. Each 2-hour seminar creates a forum for live discussions on hot issues in management accounting, spontaneous problem solving skills, and presentations on hypothetical and real world cases. See eVision for which seminar stream you are in.

Seminar Stream changes: You will be allocated to a seminar and this will be available in your eVision. If you have a valid reason to necessitate a seminar stream change (e.g. due to a timetable clash due to late enrolment after formal Course Approval), then this can be done. More information about how to change your stream will be discussed in the first lecture.

Teams will be allocated in week 2 seminars. We intend to keep the number of students in seminar classes balanced so that the groups for team case studies are of suitable size. Students are required to stay in the same stream throughout the course and must attend the same stream.

Seminars begin in the **first** week of the semester. **The case method and the details of the individual and group reports will be discussed in the first week's lectures and seminar, and the groups will be formed at the seminars on week 2.** Students who are absent on week 2 due to some unavoidable reasons will be randomly allocated into groups.

Students unable to attend a lecture are expected to catch up on missed material. Unless stated otherwise, all aspects of the course are examinable.

The course calendar (in this outline and online on Blackboard) details semester dates, lecture topics, workshop details, seminars and assessment related scheduling information. Note that this calendar may change as the course proceeds. Any changes will be announced at lectures and detailed on Blackboard.

Course Learning Resources

Main Text:

Drury, Colin, (2018). *Management and Cost Accounting* (10th Edition), South-Western Cengage Learning

There are several options to purchase the textbook:

Students can buy the ebook from the following link.

<http://www.cengagebrain.co.nz/shop/en/NZ/storefront/newzealand?cmd=CLHeaderSearch&fieldValue=drury>

Hard copies of the required textbook, the Student Solutions Manual, and a range of other useful cost and management texts are available under Course Reserve at the Central Library.

Other References & Resources:

Datar, S. M., and Rajan, M. (2018). *Horngrén's Cost Accounting: A Managerial Emphasis*, 16th edition (Global Edition)

Kaplan & Atkinson (2014) *Advanced Management Accounting 3rd edition*, Prentice Hall

Drury, Colin (2018) *Management and Cost Accounting* (Student Manual) Cengage Learning

The University Library provides online resources for students. These include subject guides, and other research resources, citation styles, and more.

Check it out at: <http://otago.libguides.com/selfhelp>

From your mobile: <http://m.otago.ac.nz/library/> or use the Q code:



Assessment

All material presented in lectures and seminars are examinable (except where stated otherwise) by assignments and the final examination. All assessment information such as due dates and times, content, guidelines and so on will be discussed at lectures and, where appropriate, detailed on Blackboard in the week prior to each assessment. *Students are responsible for ensuring that they are aware of this information, keeping track of their own progress, and catching up on any missed classes.*

Assessment	Due date	% of final grade	Requirements to pass this paper
Individual case report	You decide	10	Must complete this individual assessment
Networking activity	Week 5	10	Must complete this individual assessment
Team case report	12pm noon Monday 20 September.	15	Must complete this team assessment
Team case presentations	Week 11 and 12	15	Must complete this team assessment
Final examination	TBA	50	Must complete this individual assessment with 45% out of 100 or above
Total		100	Overall 50% or above

Course Requirements

Details of the assessment tasks are found on blackboard:

- 1) **Individual case report and networking activity 20%.**
- 2) **Team report and presentation 30%.**
- 3) **Final Examination 50%**

Individual case report 10%

Due: you decide, any date before August 23. You must email me by the end of week 2 telling me what due date and time you would like. If I don't hear from you, the default date will be July 30.

Required: You must choose a NZ business that you can access the latest annual report. Using that annual report, follow these instructions:

1. Write a brief introduction to your case; including industry, background/history of the firm, strategic vision ownership, organisation structure, corporate goals, products and services, performance, markets, competitors, social and environmental concerns.
2. Find at least 3 journal articles published between 2017 and 2020 from A or A* journals and write an introduction and a brief literature review on the relationship between strategies/ strategic disclosures and stakeholder salience.
3. Following the theoretical framework for stakeholder salience, complete an analysis about the primary and secondary stakeholders.

4. Complete the report with a summary/conclusion/recommendations and limitations section.

Other information: In your report you must provide a link to the annual report used. The report can be no more than 5 pages in total. You must use Times New Roman size 12 font and APA referencing style. See the marking rubric for more information.

Networking activity 10%

Due: In the Monday lecture of week 5. You must attend this lecture and participate in this activity to be eligible to sit the final exam.

Required: You will be judged solely on willingness to participate.

Teamwork: 30%

Due: You will be assigned a team in seminars. Each team will present for half an hour (either week 11 or 12) on their case. The team must also submit a team report by Monday 20 September at 12 noon.

Required:

Team report

- All members of the team are expected to participate in writing the report.
- If you have a team conflict that cannot be resolved, please make a time to see Nicola, as no peer review of teamwork will be done, all members will receive the same mark.

Team presentation

- Each team will present for 25 minutes. Followed by 5 minutes of questions from the class.
- You must present your report. This can be however you choose.

Other information: See the marking rubrics for both the presentation and the report. In the report, you must use Times New Roman size 12 font and APA referencing style.

To successfully complete the course, **a student must achieve at least 45% on the final exam.** **Exceptional internal marks will not be used to cross-subsidise poor final examination performance. If students achieve less than 45% in the final exam but their calculated course marks are greater than 50% then they will still fail the course and this will be designated by the words “Failed compulsory assessment” on their final course results.**

Learning Outcomes

Learning Outcome	Individual work	Teamwork	Final Examination
1. An understanding of and ability to calculate and apply specified costing techniques	x	x	x
2. Understanding of the interrelationship of these costing techniques with other business functions, and managerial decisions	x	x	x
3. Problem-framing and analytical skills, information seeking and retrieval skills, problem-solving skills.	x	x	x
4. More independence and self-direction in your approaches to learning	x	x	x
5. Develop leadership qualities through teamwork, lifelong learning and self-motivation	x	x	
6. Improve verbal communication skills and presentation skills	x	x	
7. Improve on critical thinking and written communication skills	x	x	x
Total	20%	30%	50%

ACCT 307 Course Calendar 2020 S2

<i>Week</i>	<i>Advanced Costing techniques and Transferable Skills covered in the Lectures</i>	<i>Notes on Seminars and assessments</i>
W1 – 12 July	Introduction to ACCT 307 Background to Management accounting. Case based skills (Drury Ch 1)	Introduction to the case project and guidelines
W2 - 19 July	Self-management skills Cost behaviour and allocation (Drury Ch 3)	Team formation and allocation of teams.
W3 – 26 July	Oral communication skills Process Costing (Drury Ch 5)	Default date for report July 30 if you don't email NB and choose your own date and time.
W4 – 2 Aug	Improvisation skills Networking training Income effects of alternative cost systems (Drury ch 7)	
W5 – 9 Aug	Decision making under resource and capacity constraints (Drury Ch 9)	Networking activity in Monday's lecture
W6 – 16 Aug	Teamwork skills Managing revenue: pricing, profits, and customer profitability (Drury Ch 10)	
W7 – 23 Aug	Leadership skills Decision making under risk and uncertainty (Drury Ch 12)	Individual report due prior to 23 August.
Mid-semester Break: 30 August – 5 September		
W8 – 6 Sept	Written communication skills Transfer pricing (Drury Ch 20)	
W9 – 13 Sept	Self-efficacy TQM and Benchmarking (Drury Chp 22)	
W10 – 20 Sept	Interpersonal skills Strategic performance management (Drury Chp 21)	Team report due Monday 20 September at 12pm noon.
W11 – 27 Sept	Interview skills Divisional Financial performance measures (Drury Ch 19)	Team 1-3 presentations
W12 -4 Oct	Exam skills Managing costs – cost estimation and cost behaviour (Drury Ch 24 & 25)	Team 4-6 presentations
W13 – 11 Oct	Management accounting in the digital era (Drury Ch 23) Revision	No seminar this week

Lectures end Friday 15 October 2021

University Exam Period 20 October - 13 November 2021

Disclaimer

While every effort is made to ensure that the information contained in this document is accurate, it is subject to change. Changes will be notified in class and via Blackboard. Students are encouraged to check Blackboard regularly. It is the student's responsibility to be informed.