



BUSINESS SCHOOL  
Te Kura Pakihi

## COURSE OUTLINE

# ***ACCT 307*** ***Management Accounting***

Semester One, 2024

This course outline contains information specific to this paper. For more general information common to your papers, please refer to the [COMMERCE\\_UG\\_2024: Commerce Undergraduate Students site on Blackboard](#).

## 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 the use of formal models to assist managers in decision making and control activities. It further expects to enhance students' awareness of the contemporary management accounting practices in real-world business organisations and upskilling with data-driven strategic decision making.

Prerequisites: ACCT 222 and ACCT 233 or ACFl201.

## Learning Outcomes

The paper focuses on understanding and integrating strategic management and organisational behaviour theories into management accounting. It includes process costing, decision making under resource and capacity constraints, managing revenue through pricing, profits, and customer profitability analysis, managing performance in divisionalised organisations and MNCs, management accounting in the public sector, future challenges, and ethics. The course blends theoretical knowledge and analytical tools with real-world experience by collecting and analysing relevant data and making data-driven strategic decisions. 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 the theoretical underpinning of contemporary strategic management accounting practices
- d. Applying and defending the appropriateness of techniques and analytical tools to the production/service and presentation of information for managerial decision making, using real-world case studies
- e. Understanding and integrating strategic management and organisational behaviour theories into management accounting
- f. Demonstrating leadership while working constructively, cooperatively, effectively, and respectfully with others [teamwork, lifelong learning, self-motivation] and acquiring personal qualities associated with leadership such as accountability, integrity, respect, and self-reflection
- g. Demonstrating the ability to analyse issues logically, and challenge conventional assumptions, consider different options and viewpoints, make informed decisions, and act with flexibility, adaptability, and creativity
- h. Demonstrating the ability to acquire new knowledge and new skills, the capacity for self-directed activity, and the ability to work independently.
- i. Demonstrating effective oral presentation and written communication skills

## Teaching Staff

### **Paper Coordinator, instructor, and seminar facilitator**

Name: Dr Frederico Botafogo

Office: Commerce Building, Level 5, Room 5.13

Email: [frederico.botafogo@otago.ac.nz](mailto:frederico.botafogo@otago.ac.nz)

Office Hours: Wednesdays 2.00 pm to 3.00 pm,

Fridays in the afternoon (please email to confirm coming)

# Class Representatives

Class representatives are an important means of communication between students and staff. Contact details for your student class representatives can be found on the Blackboard page for this paper, or at the following link, <https://www.ousa.org.nz/support/class-reps>

## Course Delivery

Every week students must attend two 1-hour lectures and one 2-hour seminar.

Lectures discuss the key conceptual material such that students may proceed to solve problems and interact with the instructor. Lectures follow the textbook closely.

<b>Lecture Days / Times:</b>	<b>Mondays</b>	<b>– 03.00 pm to 03.50 pm</b>	<b>Room: ARCH3</b>
	<b>Tuesdays</b>	<b>– 02.00 pm to 02.50 pm</b>	<b>Room: TGo8</b>

**Seminars** are interactive, collaborative sessions in which students attempt to cement concepts with their peers in a supportive environment. They are a forum for live discussions on concepts and issues in management accounting, spontaneous problem-solving skills, and presentations.

<b>Seminar Days / Times:</b>	<b>Tuesdays</b>	<b>– 11:00 am to 12:50 pm</b>	<b>Room: OBSGo2</b>
	<b>Tuesdays</b>	<b>– 03:00 pm to 04:50 pm</b>	<b>Room: T101</b>
	<b>Wednesdays</b>	<b>– 03:00 pm to 04:50 pm</b>	<b>Room: OW206</b>
	<b>Thursdays</b>	<b>– 03:00 pm to 04:50 pm</b>	<b>Room: OW206</b>

## The Department's Policy on Lecture Recordings

We believe strongly in the importance of in-person participation to maximise your engagement with the course content. In particular, students should rely on the **audio** recordings as a **last resort** backup option. If they miss a lecture or have issues with any content, they are expected to catch up reading the textbook, arranging study hours with peers, and attending office hours offered by the instructor. In short, students are expected to **attend all weekly activities** to fully engage in the learning process.

## The Department's Policy on Seminar Sessions

**Seminar Stream changes:** You will be allocated to a seminar, and this will be available in your eVision. You can request to change the streamed seminar, but this must be done on the first two weeks of semester 1, from Monday 26 February to Friday 8 March; submit your request at the reception of the Accountancy and Finance Department, 5<sup>th</sup> floor, Commerce Building. Students are required to stay in the **same stream throughout the course** and must attend that same stream. Seminars begin in the **first week** of the semester. **The review of the course outline will take place during that first seminar session, not during lecture time.**

Seminars offer you the opportunity to work in groups on a series of tasks designed to apply the concepts discussed in class. The key feature of seminars, as opposed to lectures and individual study, is your active participation. **Please prepare** for seminars in advance by reading lecture notes, textbook chapters, additional readings, relevant business magazines, web blogs, publicly available business annual reports, etc. Students unable to attend a lecture are expected to catch up on missed material. Unless stated otherwise, all aspects of the course are examinable.

## Guest Speaker

A first guest lecture is planned for Week 4 (TBC). It is intended as an opportunity to learn about strategic management accounting approaches in view of the guest's first-hand experience as a manager and/or board member of reputable organisations. A second guest lecture is scheduled for Week 7: the important distinction between risk and uncertainty will be discussed. **Attending the guest lectures is essential.**

## The Calendar

The course calendar, available in the last page of this outline and also on Blackboard, details semester dates, lecture topics, workshop details, seminars, and assessment dates. **Note that this calendar may change as the course proceeds.** Any changes will be announced at lectures beforehand and detailed on Blackboard.

In the event of **snow**, the University remains open. The lecturer will make every attempt to hold seminars and lectures.

## Course Learning Resources

### *Main Text - Required:*

Drury, C. and Tayles, M. (2021). *Management and Cost Accounting* (11th Edition), South-Western Cengage Learning

There are several options to purchase the textbook:

Students can request a desk copy or an e-version from [nz.cengage.com](http://nz.cengage.com) or through the university bookshop. Hard copies of the required textbook, the Student Solutions Manuals, 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). *Hornsgren's Cost Accounting: A Managerial Emphasis*, 16<sup>th</sup> edition (Global Edition)

Kaplan & Atkinson (2014) *Advanced Management Accounting* 3<sup>rd</sup> 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, academic journals, other research resources, citation styles, and more.

Check it out at: <http://www.library.otago.ac.nz/services/undergrad.html>

## Blackboard

<https://blackboard.otago.ac.nz/> provides you with access to course materials, class notices, and resources. Blackboard is used to email the whole class, so it is important that you check your student email and *Blackboard* regularly.

Further information about student support, learning support and information, academic integrity, and other University resources for students is available at <https://www.otago.ac.nz/services/>.

## Student Webmail

We will use your student email account to email you information relevant to your programme. To forward your university email address to an email address that you use regularly:

1. Log into your StudentMail account (<http://www.otago.ac.nz/smlanding/>) using your student username and password.
2. Click the **Cog** button (top right corner).
3. Click on **Mail** under **Your App Settings**.
4. Under **Accounts** on left hand side, select **Forwarding**.
5. Under the Forwarding heading, type in the email address you want your email to be forwarded to. You can also choose to have a copy of these emails kept on your StudentMail account, so please check the box if you would like this.
6. Click the **Save** button.

## Course Requirements and Assessments

All the materials discussed are examinable (except stated otherwise), including guests' presentations. All assessment-related information such as due dates and times, content, and guidelines will be discussed during seminars 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
Network Activity	Week 2	-	Must complete this assessment
Weekly BB tests	Every Friday, 23:59	10	Completion is recommended
Group Activities	Weeks 6, 7, 9, 13	15	Completion is recommended
Group Presentation	Week 10	10	Must complete this group assessment
1 <sup>st</sup> Internal	Week 7	15	Must complete this assessment
2 <sup>nd</sup> Internal	Week 13	40	Must complete this assessment
Self-assessment	Week 13	10	Optional
Total		100	<b>Overall, 50% or above</b>

- 1) **Weekly tests 10%.**  
Questions will be posted on Blackboard every Monday, starting in Week 1 and ending in Week 10 inclusive. The duration of the test is controlled by Blackboard such that the test must be completed in one sitting. There is only one attempt. Due date by Friday, midnight, of that week.
- 2) **Group activities 15%.**  
During the seminar sessions, three distinct group activities are planned for weeks 6, 7, and 9. Each such activity will count 5% towards your final grade.
- 3) **Group presentation 10%.**  
This is a 20-minutes presentation to take place in week 10 on a pricing issue of the group's choice. Details how to structure and deliver the presentation to be discussed with the paper's instructor.
- 4) **First internal 15%.**  
The first internal will be held on week 7, Tuesday 16 April, during the lecture hour.
- 5) **Second internal 40%.**  
The second and final internal will be held on week 13, during lecture hours. Thus, there are two parts, one to be completed on Monday, 27 May and the other on Tuesday, 28 May.
- 6) **Self-assessment 10%.**  
You will grade yourself using rubrics agreed upon among students and the instructor in week 1.

## Learning Outcomes

Learning Outcome	Weekly activities	Group presentation	Internals
Information Literacy: Ability to apply specific skills in acquiring, organising, analysing, evaluating, and presenting information, in particular recognising the increasing prominence of digital-based activity.		x	x
Critical Thinking: 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.	x	x	x
Specialist Business Knowledge: Commitment to the fundamental importance of the acquisition and development of knowledge and understanding in at least one major subject area.	x		x
Integrated Business Knowledge: Commitment to intellectual openness and curiosity, and the awareness of the limits of current knowledge and of the links amongst business disciplines.	x		x
Written Communication: Ability to effectively communicate information, arguments, and analyses in writing.	x	x	x
Oral Communication: Ability to effectively communicate information, arguments, and analyses orally.	x	x	
Personal Development: Exhibit qualities associated with leadership such as accountability, integrity, respect, and self-reflection.	x		
Teamwork: Ability to work constructively, cooperatively, effectively, and respectfully as part of a team.	x	x	
Independent Learning: Demonstrate the ability to acquire new knowledge and new skills, the capacity for self-directed activity and the ability to work independently.	x		x
Ethics: Knowledge of ethics and ethical standards and an ability to apply these with a sense of responsibility within the workplace and community.	x	x	
Environmental and Social Literacy: Understand the principles that govern natural and social systems, and the effects of human activity on these systems.	x	x	x
Cultural awareness: Knowledge and appreciation of biculturalism within the framework of the Treaty of Waitangi; knowledge and appreciation of multiculturalism; and an ability to apply such knowledge in a culturally appropriate manner.	x	x	
Global perspective: An appreciation of global perspectives in multinational business environments that affect, and are affected by, business operations.	x	x	x
<b>Total</b>	35%	10%	55%

## ACCT 307 Course Calendar 2024 S1

Week	Monday Topic	Tuesday Topic	Notes on Seminars
W1 26 Feb – 1 Mar	Review by means of Q&As Chapters 1, 2, and 3.	Review by means of Q&As Chapters 1, 2, and 3.	Review of course outline. Problem solving.
W2 4 Mar – 8 Mar	Services' cost assignment	Improvisation and networking training	Group formation. Problem solving: IM3.4 and IM3.10
W3 11 Mar – 15 Mar	Process costing Chapter 5	Process costing Chapter 5	Problem solving: IM5.7
W4 18 Mar – 22 Mar	Organisational strategy	Guest Speaker (TBC) Mark Tume	Theoretical discussion
W5 25 Mar – 29 Mar	Variable vs. absorption costing: Chapter 7	Variable vs. absorption costing: Chapter 7	Case discussion: Hotbricks.
<b>MID-SEMESTER BREAK</b>			
W6 8 Apr – 12 Apr	Review of budgets and standard costing Ch.17	Review of variance analysis Ch.17	Critical Thinking activity (5 marks)
W7 15 Apr – 19 Apr	Guest Speaker Max Yap on risk and uncertainty, Ch.12	1 <sup>st</sup> Internal Examination	Group work (5 marks)
W8 22 Apr – 26 Apr	Investment appraisals Chapter 13	Investment appraisals Chapter 13 (and Ch.14)	No seminars in view of Anzac Day
W9 29 Apr – 3 May	Divisional performance Chapter 19	Transfer pricing Chapter 20	Problem solving and Role playing
W10 6 May – 10 May	Discussion: topic to be determined.	Discussion: topic to be determined.	Presentations on pricing – Chapter 10
W11 13 May – 17 May	Planning and control of inventories, Chapter 25.	Planning and control of inventories, Chapter 25.	The plan for this week 11 will be released in due course. Check with instructor.
W12 20 May – 24 May	Discussion of future issues TBC	Discussion of future issues TBC	Study time – Review – Office hours for questions and discussion.
W13 27 May – 31 May	2 <sup>nd</sup> Internal Examination Part 1	2 <sup>nd</sup> Internal Examination Part 2	Self-assessment exercise

**Semester 1 ends Friday 31 May 2024**

Activities in blue colour will contribute to your final grade.

### 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.