

Module Guide

Advanced Management Accounting

BAF-5-AMA

Business

2015/16

5

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1. MODULE DETAILS

Module Title:	Advanced Management Accounting
Module Level:	5
Module Reference Number:	BAF-5-AMA
Credit Value:	20
Student Study Hours:	200
Contact Hours:	52
Private Study Hours:	148
Pre-requisite Learning (If applicable):	Management Accounting BAF-4-MAC, ACCA F2 or equivalent
Co-requisite Modules (If applicable):	None
Course(s):	BA (Hons) Accounting & Finance
Year and Semester	Semester 1, 2015-16
Module Coordinator:	Barry McCarthy
MC Contact Details (Tel, Email, Room)	T: 0207 8158235 E: mccarthb@lsbu.ac.uk R: LR308
Teaching Team & Contact Details (If applicable):	Jonathan Rooks: rooksj@lsbu.ac.uk Nadeeka Withanage: withanan@lsbu.ac.uk Muriel Lisson: lissonmc@lsbu.ac.uk
Subject Area:	Accounting & Finance
Summary of Assessment Method:	Individual coursework (40%) and three hour exam (60%)
External Examiner appointed for module:	Dr. Edward Lee, Principal Lecturer, University of Hertfordshire

2. SHORT DESCRIPTION

The module introduces to the student more advanced and specialised management accounting topics as applied to decision-making and performance management.

The module will help the student to understand and analyse the systems used by organisations to measure and manage their performance and to implement their strategies in a changing environment. Traditionally management accounting and budgetary control systems served this function. More recently, other techniques have been proposed, such as the balanced scorecard.

The module will encourage students to consider why organisations measure, what the characteristics of good measures and good measurement systems are.

3. AIMS OF THE MODULE

The module is aimed at developing knowledge and skills in the application of management accounting techniques to quantitative and qualitative information for planning, decision-making, performance evaluation and control.

The module aims to extend aspects of the student's knowledge gained in the study of financial accounting and the level 4 management accounting modules and to provide the student with the basis of understanding to enable them to undertake the further study of management accounting.

The module also aims to develop the students to ability to assemble, from data available, relevant information and prepare appropriate reports, which also incorporate non-financial and

qualitative aspects

4. LEARNING OUTCOMES

4.1 Knowledge and Understanding

On completion of this module it is expected that the student will have acquired an understanding of the advanced theories and practices of management.

In particular the student will be able to:

- Understand and apply specialist cost and management accounting techniques.
- Understand and demonstrate the ability to develop budgets and supporting cash budgets.
- Building on knowledge of the basic principles of budgeting, explain advanced variances between budgets and actuals.
- Understand when the use of relevant costing is an appropriate approach and be able to determine which costs are relevant.
- Calculate the level of output and price to maximise profits.
- Demonstrate the determination of prices by market forces & the impact of price changes on revenue from sales.
- Calculate probability.
- Demonstrate the use of probability where risk & uncertainty exist.
- Apply techniques of simple regression.
- Understand various performance management systems. Measurements and controls.

4.2 Intellectual Skills

On completion of the module students will be able to:

- Summarise succinctly a wide range of secondary data sources.
- Critically evaluate alternative choices for future decisions.
- Effectively communicate the outcomes of quantitative decision-making techniques.
- Explain and critically evaluate various key techniques of management accounting.
- Explain the role of management accounting within an organisation and the requirement for management information.
- Discuss theoretical issues as well as discuss calculations and develop an appreciation of how business problems can be quantified and solved through the application of management accounting techniques.
- Evaluate a range of information for strategic inputs and management decision-making

4.3 Practical Skills

On completion of the module students will be able to:

- Develop an appreciation of the risks inherent in business decisions.
- Apply appropriate statistical techniques for the collection, presentation and interpretation of data as a basis for managerial decision making.
- Report, present, analyse and manipulate management information and critically appraise the same.
- Assess the performance of a business from both a financial and non- financial perspective.
- Appreciate the problems of controlling divisionalised organisations

4.4 Transferable Skills

In addition to developing their knowledge of management accounting students will learn how to learn, developing skills of reinforcement, reflection and informed critical discussion and analysis.

The use of the virtual learning environment is designed to enhance students' research and information skills.

On completion of the module students will be able to:

- Employ research and information gathering skills

5. ASSESSMENT OF THE MODULE

The module will be assessed by one piece of individual coursework, circa 2,000 words (assignment – 40%) and an unseen three-hour examination (60%).

The assignment will be in the form of an individual business advisory report with an accompanying Excel spread sheet and will allow the students to research an area within the syllabus in greater depth.

The assignment will be designed to develop the student's communication skills, analytical and problem solving skills, information technology skills and planning and organisational skills.

The assignment will also develop the students' academic skills of report writing, referencing, research and reflection.

The minimum mark for each element of assessment will be 30% and the overall pass mark for the module will be 40%.

6. FEEDBACK

Feedback will normally be given to students 15 working days after the final submission of an assignment or as advised by their module leader.

General feedback, applying to all students, will also be placed on the module VLE site within 15 working days.

7. INTRODUCTION TO STUDYING THE MODULE

7.1 Overview of the Main Content

- Activity Based Costing.
- Target Costing, Life-Cycle Costing.
- Throughput Accounting.
- Relevant Costing.

- Pricing.
- Budgeting and Advanced Variance Analysis
- Quantitative Analysis in Budgeting.
- Risk & Uncertainty.
- Divisionalisation.
- Performance Management Systems, e.g. Balanced Scorecard

7.2 Overview of Types of Classes

Learning and teaching will be through a variety of different methods, including tutor input, class discussions, and small group discussions. Students own contributions will therefore be a critical factor in successfully achieving learning outcomes and the sharing of their own experiences will be used wherever possible to complement more theoretical underpinning and as an active learning method.

Throughout, lectures provide a focus to the Module but students are encouraged and expected to support their learning using suggestions for reading and further study that will be given in the weekly sessions and shown in the course materials. The module comprises lectures, seminars and the students' own studies.

Weekly lectures will provide the framework for the areas of study.

Seminar topics and questions will be provided in advance. As seminars are used to clarify, discuss and extend the topics introduced in the lectures, students are expected to have attempted the exercise in advance.

7.3 Importance of Student Self-Managed Learning Time

Student responsibility in the learning and development process will be emphasised. Students are required to undertake directed self-study and prepare solutions/discussions to questions relative to various topic areas. Students will be encouraged to identify for themselves particular problems of difficulty and to use seminar discussions, where appropriate, for the resolution of these. Students must regularly access the Moodle site for this module. They should download the class/lecture material from the Moodle site, and do the recommended reading, before each lecture/class.

Where appropriate, students are also expected to download the relevant seminar questions and study them in advance of each seminar, in order to derive maximum benefit from seminar time. The programme of teaching, learning and assessment gives guidance on the textbook reading required for each week, the purpose of which is to encourage further reading both on and around the topic.

7.4 Employability

On completion of this module students should have sufficient knowledge of the principles, conventions and practices of management accounting as applied to the analysis, interpretation and presentation of information for planning, control and decision making along with the concepts and skills required in respect of performance management to be able to apply them in the employment market.

8. THE PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

SEMESTER 2		
WEEK	TOPIC	READING (CORE TEXT)
1	Activity Based Costing	Chapter 11
2	Budgets & Variance Analysis	Chapters 15/16/17
3	Advanced Variance Analysis	Chapter 18
4	Pricing	Chapter 10
5	Risk & Uncertainty	Chapter 12
6	Relevant Costing	Chapter 9
7	Cost Estimation	Chapter 23
8	Target Costing, Lifecycle Costing & Balanced Scorecard	Chapters 22/22
9	Throughput Accounting	Lecture Notes
10	Divisionalisation	Chapters 19/20
11	Revision	Lecture Notes
12	Revision	Lecture Notes

9. STUDENT EVALUATION

Last year 94% of students expressed a good experience whilst studying the module. The overall pass rate for the module at the end of the academic year was also 94%.

10. LEARNING RESOURCES

Reading List

<https://lsbu.rl.talis.com/lists/BE8D7F75-16D5-F854-6DD9-CB34403EBDA1.html>

Websites

LSBU Moodle – <https://vle.lsbu.ac.uk/login.php>

Moodle

A Moodle site is maintained for this module. Copies of all module materials can be obtained at this site. Copies of seminar answers will be available at the site one week after the relevant seminar.

Additional advice on studying and information on further reading is provided on the Moodle site.

Library - <http://www1.lsbu.ac.uk/library>

Other Resources

Student regulations are available at:

<https://my.lsbu.ac.uk/my/portal/Current-Applicants/Regulations>

A great deal of help is available on all academic matters from 'Academic Assistant' at

<http://www.blc.lsbu.ac.uk/aa/aa/>

NOTES

Plagiarism means presenting another person's work as your own. Some examples of it are:

1. The inclusion in a student's assignment of more than a single phrase from another person's work without the use of quotation marks and due acknowledgement of the source.
2. The summarising of another's work by simply changing a few words or altering the order of presentation, without proper acknowledgement.
3. The use of the ideas or intellectual data of another person without acknowledgement of the source or the submission or presentation of work as if it were the student's, when in fact they are substantially the ideas or intellectual data of another person.
4. Copying the work of another person (be it a co-student or any other source).

Students are rightly expected to draw upon other people's ideas but in an appropriate manner. Students will certainly use books and journals to assist with their studies and in students may have access to other people's work on computer disk or over a computer network. When undertaking coursework assignments they may legitimately make reference to publication made by others.

However, other people's work must be used in a principled way, with due acknowledgement of authorship. Students, in acknowledgement of the work of others must use a recognised standard and for business students this is the Harvard system of referencing.

For guidance on plagiarism refer to:

<https://my.lsbu.ac.uk/my/applicant/Study-Support/How-to-Guides>

For guidance on the Harvard system of referencing:

<https://my.lsbu.ac.uk/my/applicant/Study-Support/How-to-Guides>

The consequences of plagiarism are extremely serious. This should be borne in mind at all times and especially when students are completing their assignments.

In cases of plagiarism and other forms of cheating, University regulations will be strictly applied. Penalties may include failure in the module, without the right to be re-assessed or even termination of studies.

If you have any concerns about plagiarism, you must discuss them with your lecturer or seminar tutor before submitting your final work for marking.

Student Support

London South Bank University offers many ways to offer you support while you study with us. We appreciate that many factors can impact on student success and so offer a suite of services students can rely on. Services can be accessed at: <http://www.lsbu.ac.uk/student-life/student-services>

Further assistance with student support which can be found at:

https://my.lsbu.ac.uk/my/portal!/ut/p/a0/04_Sj9CPykssy0xPLMnMz0vMAfijk3Ot8jNTrKLM4o3d3Q08jIMNvA1cjEwMHF09PJwtAryN3U2N9QuyHRUBW81X6A!!/

For reasons of educational soundness and/or events beyond the control of the lecturer responsible for this module, s/he reserves the right to exceptionally vary and/or modify the lecture programme to ensure that the module learning outcomes can be fully met.