



**UNSW**  
THE UNIVERSITY OF NEW SOUTH WALES

Australian School of Business  
School of Accounting

**ACCT5996**  
**MANAGEMENT ACCOUNTING &**  
**BUSINESS ANALYSIS**

COURSE OUTLINE  
SEMESTER 1, 2010

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## 1. STAFF CONTACT DETAILS AND CONSULTATION TIMES

Lecturers	Room Number	Telephone	Email
Dr Paul Andon (Lecturer-in-Charge)	Quad 3094	9385 5821	<a href="mailto:p.andon@unsw.edu.au">p.andon@unsw.edu.au</a>
Paul Blayney	Quad 3109	9385 5837*	<a href="mailto:paul.blayney@sydney.edu.au">paul.blayney@sydney.edu.au</a>
Robert Grierson	Quad 3109	9385 5837*	<a href="mailto:rgrierson@serviceskills.com.au">rgrierson@serviceskills.com.au</a>

*\* It is best to contact these staff members by email.*

Consultation hours are outlined on Blackboard under "Staff Consultations"

## 2. COURSE DETAILS

### 2.1 Teaching Times and Locations

Seminar Location	Day	Time
QUAD G034	Monday	14:00 – 17:00
Mech Eng 203	Tuesday	10:00 – 13:00
Elec Eng 418	Tuesday	14:00 – 17:00
Law 203	Tuesday	18:00 – 21:00
Chem Sc M10	Wednesday	18:00 – 21:00
Pioneer International Theatre (AGSM Building)	Wednesday	10:00 – 13:00
ASB 115	Thursday	18:00 – 21:00

It is essential that you attend your enrolled seminar time.

### 2.2 Units of Credit

ACCT 5996 Management Accounting and Business Analysis has a total of 6 units of credit.

### 2.3 Summary of Course

This course examines the use of financial and non-financial information for the purpose of analysing business processes to achieve superior organisational performance. The course introduces a number of management accounting tools and quantitative techniques that can be used to analyse how business processes consume resources, create value for a firm and its customers, and how this value may be analysed for improvement opportunities.

**Note:** This course is not available to students who have completed ACCT2522 in the last three years.

## 2.4 Student Learning Outcomes

### *Content-based Learning Outcomes*

As a result of satisfactorily completing this course, you should be able to:

- a. Understand fundamental concepts associated with management accounting techniques and practice;
- b. Apply a selection of management accounting tools and concepts to a range of decision making scenarios;
- c. Use a selection of management accounting tools and concepts to analyse and provide recommendations in aid of business process improvement and value creation; and
- d. Appreciate some of the practical, behavioural, social and other complexities of using management accounting techniques and concepts in real world settings.

### *Desired Skills-Based Outcomes*

As a result of satisfactorily completing this course, you should have the opportunity to:

- e. Learn independently and to assume responsibility for the learning process;
- f. Conduct applied business research – acquiring, analysing and presenting knowledge;
- g. Tolerate ambiguity in managerial and organisational problem-solving; and
- h. Think critically about informing materials and existing organisational practices.

## 2.5 Graduate Attributes

This course contributes to your development of the following Australian School of Business Graduate Attributes, which are the qualities, skills and understanding we want you to have by the completion of your degree. These are set out below:

Course Learning Outcomes (LO)	ASB Graduate Attributes
c, d, h	Critical thinking and problem solving (GA1)
b, c, f	Communication (GA2)
	Teamwork and leadership (GA3)
d	Social, ethical and global perspectives (GA4)
a, b, c	In-depth engagement with relevant disciplinary knowledge (GA5)
c, e, g	Professional skills (GA6)

### 3. LEARNING AND TEACHING ACTIVITIES

#### 3.1 Approach to Learning and Teaching in the Course

At university, the focus is on your self-directed search for knowledge. Seminars, textbooks, exams and other resources are all provided to help you learn. You therefore need to attend seminars, and read all required material in order to fully grasp and appreciate the concepts associated with the course.

It is up to you to choose how much work you do in each part of the course: preparing for seminars; completing assignments; studying for exams; and seeking assistance or extra work to extend and clarify your understanding. You must choose an approach that best suits your learning style and goals in this course. Seminar and self study questions are provided to guide your learning process.

#### 3.2 Learning Activities and Teaching Strategies

##### *Seminars*

This course is taught in a weekly seminar format (3 hours per seminar). Seminars 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. Seminars will also 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. During seminars, instructor-centred discussions, syndicate exercises, student presentations and quizzes may be held.

Each week, seminar questions will be used in analysing the topic under consideration. These questions will be posted on WebCT in the week prior to the seminar being held. It is the responsibility of the student to download these materials prior to each seminar. In order to maximise the benefits of attending seminars, students are expected to read the relevant study materials and to prepare written responses to the seminar questions prior to attending the relevant seminar.

##### *Self Study*

Self study is a key element of the learning design of this course. The course textbook and other recommended text 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 self study materials.

## 4. ASSESSMENT

### 4.1 Formal Requirements

To be eligible for a passing grade in this course, students must:

- (a) Achieve composite mark of at least 50% **AND**
- (b) Make a satisfactory attempt at all assessment tasks (or submit appropriate documentation relating to your failure to complete a task to the Lecturer-in-Charge) **AND**
- (c) Achieve a satisfactory level of performance in the final exam. This usually means a minimum mark of 50%. Any student having an overall mark of 50 or more but less than 50% in the final examination will be given an UF grade (unsatisfactory fail) or be asked to sit a supplementary final exam, depending on the individual's circumstances.

### 4.2 Assessment Details

Assessment Task	Weighting	Learning Outcomes assessed	ASB Graduate Attributes assessed	Length	Due Date
In-Class Quiz 1	10%	b, c, e, g, h	GA1, GA4, GA5, GA6	20 mins	In class, Seminar 4
In-Class Quiz 2	10%	b, c, e, g, h	GA1, GA4, GA5, GA6	20 mins	In class, Seminar 8
In-Class Quiz 3	10%	b, c, e, g, h	GA1, GA4, GA5, GA6	20 mins	In class, Seminar 12
Final examination	70%	All Learning Objectives	GA1, GA2, GA4, GA5, GA6	3 hours + reading time	TBA
<b>TOTAL</b>	<b>100%</b>				

### 4.3 Assessment Format

#### *In-Class Quizzes (10% for each of three Quizzes)*

An in class quiz will be administered in Seminars 4, 8 and 12. These 20-minute quizzes will be accessible from the Blackboard website. The quiz will test technical competencies gained in this course and your ability to apply these competencies to business-relevant scenarios. Also, these quizzes aim at encouraging you to keep up-to-date with your studies, and providing you with regular feedback so that you can seek help for particular study areas if required.

**In-Class Quiz 1 (Seminar 4)** will cover materials from Seminars 1 to 3 (inclusive).

**In-Class Quiz 2 (Seminar 8)** will cover materials from Seminars 4 to 7 (inclusive).

**In-Class Quiz 3 (Seminar 12)** will cover materials from Seminars 8 to 11 (inclusive).

Further information regarding the format and content of these quizzes will be provided in separate announcements.

Please note that there are NO supplementary quizzes. Given that each assessment is worth less than 20% of the final composite mark, there will be no special consideration unless under extenuating circumstances.

### ***Final Examination (60%)***

The final examination will be held during the formal end-of-session examination period. The final examination will cover ALL TOPICS in this Course. The aim of the final examination is to enable you to demonstrate to the examiner that you have achieved all the Learning Objectives for this Course, and to achieve an adequate level of technical competency in Accounting, as well as the capacity to use the technical competency to apply it analytically and critically in a business environment.

The examination may include multiple choice and written questions. Written questions may include multiple parts consisting of related numerical and short written responses. Further information regarding the format and content of the final exam will be provided in a separate announcement provided in Seminar 12.

## **5. ACADEMIC HONESTY AND PLAGIARISM**

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: <http://www.lc.unsw.edu.au/plagiarism/index.html> as well as the guidelines in the online ELISE tutorial for all new UNSW students:

<http://info.library.unsw.edu.au/skills/tutorials/InfoSkills/index.htm>.

To see if you understand plagiarism, do this short quiz:

<http://www.lc.unsw.edu.au/plagiarism/plagquiz.html>

For information on how to acknowledge your sources and reference correctly, see:

<http://www.lc.unsw.edu.au/onlib/ref.html>

For the ASB Harvard Referencing Guide, see:

[http://wwwdocs.fce.unsw.edu.au/fce/EDU/harvard\\_ref\\_guide.pdf](http://wwwdocs.fce.unsw.edu.au/fce/EDU/harvard_ref_guide.pdf)

## 6. COURSE RESOURCES

### 6.1 Required textbook

Hansen, D. R., Mowen, M. M. & Guan, L. G. *Cost Management: Accounting & Control*, 6<sup>th</sup> edition, South-Western CENGAGE Learning, 2009.

This textbook (HMG for short) will be available from the UNSW Bookshop.

In addition to this required text, other supplementary reading materials may be issued as appropriate.

### 6.2 Other Recommended texts

Atkinson A., R.D. Banker, R.S. Kaplan & S.M. Young, *Management Accounting*, 4<sup>th</sup> edition, Pearson Prentice Hall, 2004.

Crosson, S. V. & B E Needles, *Managerial Accounting*, 8<sup>th</sup> edition, Houghton Mifflin Company 2008.

Hansen, D. R. & M. M. Mowen, *Managerial Accounting*, 8<sup>th</sup> edition, Thomson South-Western, 2007.

Hilton, R. W., *Managerial Accounting: Creating Value in a Dynamic Business Environment*, 8<sup>th</sup> edition, McGraw Hill, 2009.

Horngren, C.T., S. M. Datar, G. Foster, M. Rajan, & C. Ittner, *Cost Accounting: A Managerial Emphasis*, 13<sup>th</sup> edition, Pearson Prentice Hall, 2009.

Langfield-Smith, K., H. Thorne, & R. W. Hilton, *Management Accounting: Information for Creating and Managing Value*, 5<sup>th</sup> edition, McGraw-Hill, 2009.

### 6.3 Course Website

A course website will be maintained within the Blackboard environment. You are required to have a Unipass and Unipin to access this website. In addition, you must be enrolled in the course to access the website. The website will be updated weekly with related materials and other information relevant to the weekly seminars. Other websites that provide useful content with respect to the course will be indicated by a series of hyperlinks in the course website. You are encouraged to explore these sites and learn from them also. We cannot place any material on the website that involves the use of student IDs or that raises issues with respect to privacy.

## 7. COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process (<http://learningandteaching.unsw.edu.au/content/LT/evaluation/catei.cfm?ss=2>) is one of the ways

in which student evaluative feedback is gathered. Significant changes to courses and programs within the School are communicated to subsequent cohorts of students.

## 8. STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

Information and policies on these topics can be found in the 'A-Z Student Guide' (<https://my.unsw.edu.au/student/atoz/ABC.html>). See, especially, information on 'Attendance and Absence', 'Academic Misconduct', 'Assessment Information', 'Examinations', 'Special Consideration', 'Student Responsibilities', 'Workload' and policies such as 'Occupational Health and Safety'.

### 8.1 Special consideration and supplementary examinations

The School of Accounting follows the UNSW policy and process for Special Consideration as well as the ASB Policy and process for special consideration and supplementary exams. Specifically:

#### UNSW Policy and Process for Special Consideration

(see <https://my.unsw.edu.au/student/atoz/SpecialConsideration.html>)

- Applications for special consideration (including supplementary examinations) must go through UNSW Central administration (within 3 working days of the assessment to which it refers);
- Applying for special consideration does not automatically mean that you will be granted additional assessment or that you will be awarded an amended result;
- If you are making an application for special consideration (through UNSW Central Administration) please notify your Lecturer-in-Charge;
- **Please note that a register of applications for Special Consideration is maintained. History of previous applications for Special Consideration is taken into account when considering each case.**

### 8.2 Workload

It is expected that you will spend at least **ten hours** per week studying for this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

### 8.3 Attendance

Your regular and punctual attendance at seminars is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment.

### 8.4 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: [www.my.unsw.edu.au](http://www.my.unsw.edu.au)

### 8.5 Occupational Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see <https://my.unsw.edu.au/student/atoz/OccupationalHealth.html>.

### 8.6 Keeping Informed

You should take note of all announcements made in seminars or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.

## 9. ADDITIONAL STUDENT RESOURCES AND SUPPORT

The University and the ASB provide a wide range of support services for students, including:

- **ASB Education Development Unit (EDU)** ([www.business.unsw.edu.au/edu](http://www.business.unsw.edu.au/edu))  
Academic writing, study skills and maths support specifically for ASB students. Services include workshops, online and printed resources, and individual consultations. EDU Office: Room G07, Ground Floor, ASB Building (opposite Student Centre); Ph: 9385 5584; Email: [edu@unsw.edu.au](mailto:edu@unsw.edu.au)
- **UNSW Learning Centre** ([www.lc.unsw.edu.au](http://www.lc.unsw.edu.au))  
Academic skills support services, including workshops and resources, for all UNSW students. See website for details.
- **Library training and search support services:** <http://info.library.unsw.edu.au>
- **UNSW IT Service Desk:** Technical support for problems logging in to websites, downloading documents etc. Library, Level 2; Ph: 9385 1333.  
Website: [www.its.unsw.edu.au/support/support\\_home.html](http://www.its.unsw.edu.au/support/support_home.html)

- **UNSW Counselling Service** (<http://www.counselling.unsw.edu.au>)

Free, confidential service for problems of a personal or academic nature; and workshops on study issues such as 'Coping With Stress' and 'Procrastination'.

Office: Level 2, Quadrangle East Wing ; Ph: 9385 5418

- **Student Equity & Disabilities Unit** (<http://www.studentequity.unsw.edu.au>)

Advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning.

Office: Ground Floor, John Goodsell Building; Ph: 9385 4734

## 10. COURSE SCHEDULE

SEMINAR	TOPIC	READINGS
<b>SECTION A: FOUNDATION MANAGEMENT ACCOUNTING AND COSTING CONCEPTS</b>		
Seminar 1	<p><b><u>Introduction and Basic Management Accounting Concepts</u></b></p> <p>This seminar is intended to provide an introduction to the course and to basic concepts and ideas related to management accounting. We will define management accounting, its general objectives, and describe contemporary changes in management accounting practices and the role of the management accountant.</p>	HMG CH1 HMG CH2
Seminar 2	<p><b><u>Cost Behaviour</u></b></p> <p>This seminar will focus on the importance of understanding cost behaviour as part of management accounting and business analysis. In this seminar, we will define various forms of cost behaviour, estimate cost functions through specified quantitative techniques, and raise awareness of connections between cost behaviour, cost estimation and decision making.</p>	HMG CH3
Seminar 3	<p><b><u>Activity-Based Costing and Management</u></b></p> <p>This seminar examines deficiencies in Functional-Based Costing and how Activity-Based Costing (ABC) can improve cost assignment processes. We will also see how focusing on activities is useful for managing costs and improvement through Activity-Based Management.</p>	HMG CH4 HMG CH12
<b>SECTION B: ANALYSIS FOR PLANNING AND CONTROL</b>		
Seminar 4	<p><b><u>Budgeting</u></b></p> <p>In this seminar we define budgets and discuss their importance for organisational planning and control. We will examine the components of the master budget and apply processes through which budgets are prepared. We will also examine variations of the budgeting process, such as flexible budgeting and activity-based budgeting.</p> <p style="text-align: center;"><b>QUIZ THIS WEEK</b></p>	HMG CH8
Seminar 5	<p><b><u>Standard Costing</u></b></p> <p>This seminar will focus on standard setting and variance analysis. We will explore how standards are set and used in planning and managing resources. We will calculate and interpret direct materials, direct labour, variable overhead and fixed overhead variances. We will also discuss approaches used to consider the significance of variances, responsibility for them, and the need for corrective action.</p>	HMG CH9
Seminar 6	<p><b><u>Decentralised Planning and Control</u></b></p> <p>For this seminar, we will consider how and why firms choose to decentralize, and how this relates to a need for responsibility accounting. We will compute and interpret selected measures of investment centre performance, such as ROI, RI and EVA. We will also examine the role of transfer pricing in decentralised firms and consider methods of transfer price setting.</p>	HMG CH10

SECTION C: BUSINESS ANALYSIS, DECISION MAKING, AND IMPROVEMENT		
Seminar 7	<p><b><u>Quality Management</u></b></p> <p>In this seminar, we will introduce the notion of quality and consider how quality practices can be analysed through financial and non-financial analysis. We will also examine how certain quality improvement methods can be applied to identify quality problems and opportunities for improvement.</p>	HMG CH14 C&N CH13 (online) B&V CH11 (online)
Seminar 8	<p><b><u>Cost-Volume-Profit Analysis</u></b></p> <p>Profitable operations are an important part of any commercial organisation. This seminar examines the relationship between cost behaviour, sales quantities and price, and how they can be brought together to analyse profitability, as well as decision making scenarios such as product mix. This seminar will also consider the impacts of risk and uncertainty on such matters.</p> <p style="text-align: center;"><b>QUIZ THIS WEEK</b></p>	HMG CH17
Seminar 9	<p><b><u>Tactical Decision Making</u></b></p> <p>For this seminar, we will introduce and learn to apply tactical decision-making techniques to various short-term decision making scenarios. We will also examine basic pricing concepts and approaches, and introduce some calculations that aid the analysis of pricing decisions made and overall profitability achieved.</p>	HMG CH18 HMG CH19
Seminar 10	<p><b><u>Inventory Management</u></b></p> <p>This seminar will focus on importance of optimising inventory management for business improvement. In particular, we will focus on and consider the relative merits of Just-in-Case, Just-in-Time, and Theory of Constraints approaches to inventory management.</p>	HMG CH21
Seminar 11	<p><b><u>Capital Investment: Analysis and Project Management</u></b></p> <p>The aim of this seminar is to examine the nature and purpose of capital investment. We will analyse capital investment opportunities using non-discounted and discounted approaches, and discuss the merits of each. We will also consider how approved investments can be effectively project managed to ensure their efficient and timely achievement. In this regard, we will look at the following techniques: GANTT charts, network diagrams, critical path and PERT.</p>	HMG CH20 B&V CH8 (online)
SECTION D: REVIEW		
Seminar 12	<p><b><u>Course Review</u></b></p> <ul style="list-style-type: none"> <li>▪ What we have learned</li> <li>▪ Q&amp;A</li> <li>▪ Practice final exam questions</li> </ul> <p style="text-align: center;"><b>QUIZ THIS WEEK</b></p>	TBA

Note: HMG = Hansen, Mowen & Guan (prescribed text).  
 B&V = Boyer & Verma (additional reading – available on Blackboard).  
 C&N = Crosson & Needles (additional reading – available on Blackboard).  
 C&E = Collier & Evans (additional reading – available on Blackboard).