THE UNIVERSITY OF
NEW SOUTH WALES

SCHOOL OF ACCOUNTING

ACCT 1511 ACCOUNTING AND FINANCIAL
MANAGEMENT 1B

Course Outline

Session 1, 2003

Contents

1. OVERVIEW OF FIRST YEAR COURSES IN ACCOUNTING AND FINANCIAL MANAGEMENT

Accounting and Financial Management 1A and 1B is an integrated programme of study designed to give students an understanding of the ways in which financial information is generated within organisations and the uses for this information.

- Accounting and Financial Management 1A (AFM1A) is concerned with the analysis and design of a financial accounting system which reflects the activities of an entity in the economic and legal environment, and attempts to meet the information needs of parties in the present institutional and regulatory environment. The assumptions and choices made in the design of such an accounting information system are explored.

- Accounting and Financial Management 1B (AFM1B) builds on this introductory knowledge by showing ways in which accounting information systems are expanded to accommodate more complex events and the provision of additional reports. This course also considers analysis of financial statements by users as well as the use of accounting information within the entity.

2. COURSE OBJECTIVES

- To extend the technical coverage of financial reporting by examining cash flows and Statement of Cash Flows.
- To integrate the technical knowledge of AFM 1A and place the knowledge in a wider context by:
  - understanding the link between corporate governance and financial reporting.
  - exploring issues and controversies associated with current corporate accounting practice, for example, understanding the framework used to produce accounting information, the choices available to management when preparing financial statements and the implications for accountants and other financial statement users.
  - learning how to analyse financial statements for decision making and thus, understanding the role and implications of accounting in contemporary business and commercial environments.
- To develop a basic understanding of the types of accounting information used by management for decision-making.
- To further develop communication skills necessary for a successful commerce-related career through the presentation and defence (in written and verbal forms) of the results of analysis and investigation.

3. REFERENCES

You need to buy:

- The textbook for this course: K. Trotman & M. Gibbins, 1999, ***Financial Accounting: An Integrated Approach*** (including Management Accounting Supplement), Nelson Thomson Learning.
    - copies of the textbook are held in the library's open reserve.

- ***Course Resource Kit for Accounting and Financial Management 1B***, School of Accounting, UNSW, 2003.
    - this Kit has been compiled by staff involved in this course and can be purchased from the UNSW Bookshop.
    - it contains
        - a booklet on each week's topic which comprise of syllabus, tutorial materials and lecture notes.
        - additional reading material for specific lecture topics, where applicable.

You do not need to buy these books. These are the suggested books you may wish to consult.

- P. Kimmel, S. Carlon, J. Loftus, R. Mladenovic, D. Kieso and J. Weygandt, 2003, ***Accounting: Building Business Skills***, John Wiley and Sons, Australia.

- S. Henderson and G. Peirson, 2000, ***Issues in Financial Accounting***, 9th ed., Longman.

- J. Hoggett and L. Edwards, 2000, ***Accounting in Australia***, 4rd ed., Wiley.

4. TEACHING APPROACHES

4.1 Lectures:

- There are two 1-hour lectures each week.
- The purpose of lectures is to introduce new topics by focusing on their key concepts and issues.
- Students are expected to have read the reading material for each lecture prior to attending the lecture.
- Course announcements (if any) will be made in lectures and displayed on the Course WebCT. Powerpoint lecture notes will be posted on the WebCT after the lectures, at the end of the week.
- Please ensure mobile phones are switched off before entering every lecture. To ensure that lectures are not disrupted unnecessarily, mobile phones that ring during lectures will be confiscated.

4.2 Tutorials:

- There is one 1.5-hour tutorial each week.
- Tutorials commence in Week 2 (beginning 10 March 2003).
- Key concepts and issues introduced in lectures will be discussed in greater detail in tutorials. However, due to time constraint some material introduced in lectures will not be followed up in tutorials. Tutorials will usually involve application of problem solving skills introduced in the lectures of the previous week, together with a review and discussion of student answers and any difficulties associated with the assigned exercises. Tutorials provide the opportunity for you to discuss problems you are having with the course material.
- Due to space limitations, please attend the tutorial in which you are enrolled. However, if you are unable to attend your class due to illness or other extenuating circumstances, please attend another class to ensure that you do not miss the material covered. Get permission from the tutor a day or two in advance before attending his/her class.
- Students are expected to regularly attend tutorials and, to do so, in a punctual manner. All applications for exemption from attendance at tutorials of any kind must be made in writing to the Registrar. Please consult your tutor if you are to be absent for an extended period of time. You should be aware that University regulations indicate that students who do not attend 80% of scheduled classes may not be awarded a pass in the course, or refused final assessment.
- The Tutorial Program relating to each topic is included in your Course Resource Kit. The program has three components:

  (1) Preparation Questions:
  Students are expected to have attempted these questions and to have reviewed the answers (supplied on the Course WebCT a week in advance) before attending their tutorial.

  (2) Homework Questions:
  Students are expected to have attempted these questions before attending their tutorial. These questions focus on key issues relating to the topic and build on the knowledge gained through the Tutorial Preparation Questions. Written answers to these questions must be brought to the tutorial in an appropriate form (i.e. logically structured, numbered, neat and tidy). The answers need not be 100% correct.

  (3) Additional Questions:
  In some weeks, additional questions will be distributed to students to reinforce the key concepts for each topic and to thereby assist in developing a satisfactory level of knowledge relating to each topic.

  At the end of each week, answers to all numerically based tutorial questions will be posted on the Course WebCT. Although discussion questions are included in the tutorial program to encourage critical thinking and the development of analytical skills, the answers to these questions are often subjective in nature. Therefore, not all solutions to these discussion questions will be provided on the Course WebCT.

5. STUDENT ASSESSMENTS AND RESPONSIBILITIES

5.1 Assessment Components:

Assessment tasks in AFM1B serve to provide feedback regarding your performance in the course to date, and to provide a mechanism by which you can illustrate to us your progress towards achieving the learning objectives of AFM1B.

The final composite mark of 100 will be determined as follows:

Homework Preparation	8 %
Writing and Analysis Task:	
• group assignment	10 %
Communication Skills Task:	
• group presentation	10 %
Mid-session exam	15 %
Final Exam	57 %
Total	100 %

In order to ensure that you have every opportunity to illustrate your knowledge of the course material, all assessment tasks are considered compulsory. Failure to complete an assessment task will result in you receiving an "Unsatisfactory Fail" (UF) grade for this course.

Each of the assessment tasks is described below:

5.1.1 Homework Preparation – (8 %)

Your tutor will choose five random weeks, from Week 8 onwards, to review your written answers to the assigned tutorial homework questions. Your final homework preparation mark will comprise of the best four reviews.

5.1.2 Writing and Analysis Task – Group Assignment – (10 %)

- The assignment relates to corporate governance issues.
- Please read the requirements for this task carefully. See page 7.

5.1.3 Communications Skills Task - Group Presentation - (10 %)

- The presentation relates primarily to corporate governance issues.
- Please read the requirements for this task carefully. See page 10.

ASSIGNMENT TASK (1): GROUP WRITING & ANALYSIS TASK

Method:	• To be completed in a group of 3 – 5 students. In rare circumstances, a group will have 2 or 6 students. You will be allocated to a group in the first tutorial (Week 2).
Due date:	• Thursday, April 10, 12 pm. Tutors will be in their office from 10-12 pm on that day to collect the assignment from the groups. Groups can submit earlier but need to arrange a meeting time with the tutor.
Submission of assignment:	• To your tutor, by hand. • Assignments sent by fax or e-mail, or placed in the tutor's office without his/her presence or knowledge will not be accepted.
Late penalties:	• Late assignments will be accepted. "Late" is defined as after 12 pm on Thursday, April 10, 2003. • Two (2) marks out of the total ten (10) marks for each day the assignment is late. Weekends count as two days. • Students who have suffered some form of misadventure in the days preceding the submission of the assignment may discuss the <u>possibility</u> of an extension with the lecturer-in-charge. Note the 5 weeks allocated to students to undertake the assignment.
Contribution:	• Ten (10) marks towards your final grade. Please note that the individual's mark is determined after the peers, i.e., other group members, have evaluated the individual's contribution to the group assignment. Therefore, a group mark of 7/10 may not translate to the same mark for an individual who did not contribute evenly to the group assignment. Please note also that the marking guide is out of 35 marks and will be scaled to 10 marks.
Format of report:	• Must be typed using font "Times New Roman", size 12, and double spacing and justify for paragraphs. Print on one side of the paper only. Place page numbers on the bottom right-hand side of the report. • Needs to have correct referencing format - refer to "General Guidelines for Assignments" document on Course WebCT. • Includes the cover page that can be downloaded from the Course WebCT. The tutor will sign the lower portion of the cover page and return it to your group as evidence of assignment submission. • Do not submit the assignment in a folder or with a clear plastic/coloured cover.

ASSIGNMENT TASK (1): GROUP WRITING & ANALYSIS TASK (CONT.)

Required: Recent high-profile corporate failures such as HIH, Harris Scarfe, Enron and WorldCom have highlighted the need for responsible corporate governance practices in the oversight of public corporations. Write a report on the corporate governance practices of three major banks in Australia, i.e., ANZ, Westpac and Commonwealth Bank.

In your report:

a) <u>Compare</u> and <u>contrast</u> the corporate governance practices of the three banks as <u>disclosed</u> in their 2002 Annual Reports. Discussions of corporate governance disclosures should include the composition and structure of the Board of Directors.

b) Discuss the link between the external auditors, the board of directors and management in the financial reporting process. Provide evidence from the Westpac's 2002 Annual Report to illustrate the roles of each party. You may want to refer to, along with other references (if any), DeZoort, F.T. (1997). *An investigation of audit committees' oversight responsibilities*. **Abacus** Vol. 33 (2), 208-227.

c) Discuss the likelihood of financial statement frauds across the three banks based on the main findings by Beasley, M.S., Carcello, J.V., Hermanson, D.R., & Lapides, P.D. (2000). *Fraudulent financial reporting: Consideration of industry traits and corporate governance mechanisms*. **Accounting Horizons** Vol. 14 (4), 441-454. Discuss how Beasley et al.'s study can be refined and/or expanded to further investigate the likelihood of <u>financial statement fraud</u> in a firm.

Go to banks' websites to obtain their Annual Reports for year-end 2002. You do not need to download or print the whole Annual Report – just the relevant pages to answer the questions.

MARKING GUIDE FOR GROUP WRITING AND ANALYSIS TASK:

Section	*Maximum Marks to be awarded*
Report structure – A well-structured report should include an introduction, appropriate sections, conclusion and, where relevant, headings and appendix.	3 marks
Part a • Compare and contrast the corporate governance practices of the three banks as disclosed in their 2002 Annual Reports.	10 marks
Part b • The link between the external auditors, the board of directors and management in the financial reporting process.	10 marks
Part c • Likelihood of financial statement frauds and further investigations.	10 marks
Examiner's judgment of the assignment as a holistic piece of work, e.g., does it gel? Does it flow? Does it read as a whole rather than sum of parts? Consistency?	2 marks
Deductions for:	*Maximum Marks to be deducted*
Poor English expression, grammar and spelling.	4 marks
Exceeding 1,500 word limit (give or take 10%) (excluding appendices). You will therefore need to be concise and think carefully about what information should be put in your report. If appropriate, tables and diagrams may be placed in an appendix and referred to in the body of the text.	2 marks
Not complying with the format of report as stated in the Course Outline on page 7.	4 marks
Late submission	2 marks per day late

ASSIGNMENT TASK (2): GROUP COMMUNICATION SKILLS TASK (I.E., PRESENTATION)

Method:	• To be completed in the same group as for the written assignment. • Each group member must participate equally in the presentation. • Time limit – 10 minutes to a group.
Due date:	• Week 7 (Beginning 14 April, 2003)
Presentation:	• Present a ten (10) minute (or less) summary of a company's corporate governance practice.
Late penalties:	• Zero (0) mark out of the total ten (10) marks if your group fails to present on the due day.
Contribution:	• Ten (10) marks towards your final grade. Similar to the written assignment, the individual's mark is determined after the peers, i.e., other group members, have evaluated the individual's contribution to the group presentation. Therefore, a group mark of 7/10 may not translate to the same mark for an individual who did not contribute evenly to the group presentation.
Guidance:	• Marks awarded will be based on these points (but are not restricted to): - presentation not exceeding 10 minutes - equal participation from all group members in delivering the materials, i.e., standing up and presenting in front of an audience - interesting/innovative/original presentation - minimum reading from notes - eye-contact with audience - readable font-size on overheads (if any) - voice projection - tutor's judgment of the group's overall effort and preparation

ASSIGNMENT TASK (2): GROUP COMMUNICATION SKILLS TASK (I.E., PRESENTATION) (CONT.)

Required: Recent high-profile corporate failures such as HIH, Harris Scarfe, Enron and WorldCom have highlighted the need for responsible corporate governance practices in the oversight of public corporations. Present a company's corporate governance practice disclosed in its year-end 2002 Annual Report.

In the first tutorial, each group will choose a company from the Business Review Weekly's (BRW) Top 20 listing of Public Companies for year-end 2001, categorised by Market Capitalisation ($'000). Locate the specific website for the company the group has chosen and locate its Annual Report for year-end 2002. Similarly, the group does not need to download or print the whole Annual Report – just the relevant pages to answer the questions.

In your presentation:

a) Provide an introduction to the company and its activities.
b) Review the composition of the Board of Directors for the company as disclosed in the Annual Reports for year-end 2002. As part of your review, indicate the background of the directors (as a whole, not individually) and discuss whether their skills and talents are beneficial to the company in creating a good corporate governance practice. [Please submit to the tutor the printed pages of the source (i.e., where did the group get the answers?) of the group's answers to part b before presenting].
c) Discuss the likelihood of financial statement frauds in the company the group has chosen based on the main findings by Beasley, M.S., Carcello, J.V., Hermanson, D.R., & Lapides, P.D. (2000). *Fraudulent financial reporting: Consideration of industry traits and corporate governance mechanisms*. **Accounting Horizons** Vol. 14 (4), 441-454.

MARKING GUIDE FOR GROUP COMMUNICATION SKILLS TASK:

Section	*Maximum Marks to be awarded*
Content of presentation (this includes the printed pages of the source for the answers in part b).	3 marks
Style of presentation, i.e., how the contents are conveyed and presented to the audience. Refer to the guidance section in the previous page for a rough guide.	6 marks
Bonus mark for the best presentation in the tutorial. Students will vote for the best group, with the condition that they cannot vote for their own group (i.e., for objectivity). In exceptional circumstances, two groups (max.) may receive the bonus mark.	1 mark
Deductions for:	*Marks to be deducted*
The group failing to present on the due day.	10 marks

5.1.4 Mid-session Exam – (15 %)

- The mid-session exam will be held in Week 6, Thursday, April 10 from 6.00 pm till 7.30 pm at UNSW Squarehouse - Kensington and JC Gallery Rooms.
- The exam will include topics covered in lectures and readings up to and including Week 4, and tutorials up to and including Week 5.
- The exam will comprise of 30 multiple choice questions to be completed in 60 minutes.
- Negative marking will not apply.
- Students who are unable to attend the exam for medical reasons or other extenuating circumstances are required to apply for Special Consideration (see below on how to apply) to have their final examination weighted by an additional 15%.
- An earlier supplementary sitting for the exam is available for students who, know in advance, that they can't sit for the exam at that time. Please obtain the lecturer-in-charge's permission to sit for an earlier supplementary exam before Friday, April 4.

5.1.5 Final Exam – (57 %)

The final exam will be held during the formal examination period. Further details of this exam will be provided in Week 14's first lecture.

Please read:

- *Special Consideration:* Special consideration in the determination of your results may be granted if your performance in a course, either during session or in an examination, has been adversely affected by sickness or other circumstances.
- All applications for special consideration must be made through NewSouthQ and NOT through the lecturer-in-charge, course administrator or your tutor. Applications must be made within three working days after the assessment.
- *Supplementary Exam:* A supplementary examination will only be offered in this course to students who have been prevented from taking an end of session examination, or to students whose final examination performance has been affected by serious illness or other extraordinary circumstances that can be documented. Performance during the session must be at a satisfactory level for an application to be successful.
- Students should be aware that lodging a request for special consideration does not guarantee the opportunity to sit the supplementary exam.
- Candidates who are granted a supplementary exam for Accounting and Financial Management 1B will be will be advised at least 7 days prior to the exam. All communications from the University will be sent to the student's official email address, i.e., student account, except when arrangements are otherwise made. It is the responsibility of students who apply for special consideration to be available to sit the exam on this day. Holiday plans are not sufficient reason for unavailability. No other opportunities to sit the supplementary exam will be offered.

- *Appeal to Check Marks or Re-mark:* All applications must be made through NewSouthQ and NOT through the lecturer-in-charge, course administrator or your tutor. Applications must be made within fifteen working days after the marks have been released.
- Please refer to the 2003 UNSW Undergraduate Handbook for further information.

5.2 Academic Misconduct

Students are reminded that the University regards academic misconduct as a very serious matter. Depending on each individual's circumstances, students found guilty of academic misconduct can be expelled from the University, the period ranging from one session to permanently.

The University Assessment Policy (Policy) document can be found at this site:
http://www/fce.unsw.edu.au/current_students/responsibilities.shtml#misconduct

From page 23 of the Policy:
Plagiarism entails taking and using as one's own, the thoughts or writings of another without acknowledgement including:

a) where paragraphs, sentences, a single sentence or significant part of a sentence which are copied directly, are not enclosed in quotation marks and appropriately footnoted;
b) where direct quotations are not used, but ideas or arguments are paraphrased or summarised, and the source of the material is not acknowledged either by footnoting or other reference within the text of the paper; and
c) where an idea, which appears elsewhere in print, film or electronic medium, is used or developed without reference being made to the author or the source of the idea.

5.3 Workload Expectations:

The expected workload for undergraduate students is 10 hours per week per course. As a guideline, each week you will spend:

- 2 hours in lectures
- 1.5 hours in tutorials
- 2 hours reading the reference material
- 3 hours completing the Tutorial Preparation Questions and Tutorial Homework Questions
- the remaining 1.5 hours could be allocated to revision and/or assignment preparation.

5.4 Passing the Course:

In order to pass this course, the following criteria must be satisfied:

1. Achieve a composite score of 50 or higher (out of 100); and
2. Satisfactorily complete all assessment tasks (or submit appropriate documentation relating to your failure to complete a task to the Lecturer-in-Charge); and
3. Achieve a satisfactory grade in the final examination

Note: A "pass conceded" may only be granted by the Faculty of Commerce and Economics Assessment Committee, and NOT the Head of School or the Lecturer-in-Charge.

6. TEACHING STAFF

Teaching Staff	*Room*	*Phone*
Kar-Ming Chong (Lecturer-in-Charge)	Quad 3114	9385-5916
Email: KM.Chong@unsw.edu.au		
Helen Kang (Lecturer)	Quad 3127	9385-5824
Email: Helen.Kang@unsw.edu.au		
Linda Chang (Tutor)	Quad 3120	9385-5817
Email: Linda.Chang@unsw.edu.au		
Gordon Howitt (PASS Scheme Co-ordinator)	Quad 3119	9385-5911
Email: G.Howitt@unsw.edu.au		

7. OTHER RESOURCES

7.1 Staff Consultation

- Members of staff teaching AFM1B will be available for consultation at specified hours (during teaching weeks only) or by appointment. Consultation hours will be displayed on each staff member's door and the Course WebCT.
- Problems should be directed at first instance to your tutor, either during class, or in the tutor's consultation time (or at a mutually agreed appointment date). Apart from arrangements with his/her own tutor, students are free to approach other staff during their consultation times.

- Please note that first preference will be given to students attending the staff member's office during nominated consultation times, with second preference given to any phone calls during consultation times, followed by e-mail inquiries (of administrative nature only). For e-mail enquiries of an academic nature, please send those enquiries to the "Discussion Forum" section in the Course WebCT.

7.2 Resources Available for Special Difficulties:

- School of Accounting Office, Room 3109 Quadrangle Building. Phone 9385 5829.
- Student Counselling – Counsellors offer assistance in planning, decision-making, problem solving, social and emotional development. The Counselling Service is located on the 2nd floor, Quadrangle Building. Phone 9385 5418.
- Faculty of Commerce and Economics – The Administration Officer of the Faculty, located in the Faculty's Student Centre, John Goodsell Building, room G19 (Phone 9385-3195). It handles inquiries requiring action at a Faculty level.
- The Learning Centre is a free and confidential service offering learning and language assistance to students at UNSW. Assistance is provided through workshops, discipline-based courses and individual consultations. The Learning Centre is located at Room 231, Level 2, Library Building (enter off Library Lawn Lobby). Phone 9385 3890.
- The Education Development Unit (EDU) - Additional learning and language support is available from the EDU in the Faculty. The EDU provides individual and small group consultations, academic skill workshops, discipline-specific support workshops and a range of study skills resource materials and handouts. Students requiring advice and assistance with assignment writing, academic reading and note-taking, oral presentation, study skills or other learning needs are advised to drop in or contact the learning advisers in the Unit which is located in Room 2039, Level 2 (in the Dean's Unit), Quadrangle Building. This service is free and available only to students in this Faculty. Students are encouraged to take full advantage of this extra support. Contact details of the learning advisers are as follows:

EDU Staff	*Telephone*	*E-mail*
Colina Mason	93856163	cm.mason@unsw.edu.au
Carolyn Cousins	93856087	c.cousins@unsw.edu.au

7.3 Course Web Page

This course uses WebCT and you can log on at http://www.webct.unsw.edu.au. A “Student's Mini Guide to WebCT” is provided in the next two pages which contains instructions on how to access WebCT, how to logon to WebCT, problem solving with passwords and more. Please note that WebCT is an integral part of the Course and, as such, students are responsible for updating themselves on any information that appears on the Course WebCT (including news and issues in the Discussion Forum).

Information to be provided at this address includes:

- Course outline
- Brief solutions to Tutorial Questions
- Assignment details
- Contact and consultation details of staff
- Course-related announcements

7.4 Peer Assistance Support Scheme (PASS)

- The Peer Assistance Support Scheme (PASS) operating in AFM1A and AFM1B involves second and third year students, who have done well in their previous studies, helping groups of new students to succeed with their studies and adjust to life at university.
- This scheme will operate in Session 1, 2003.
- This is a voluntary scheme and academic staff responsible for assessment will not be made aware of whether or not you wish to participate.
- PASS will give you an opportunity to discuss specific questions and concepts that you encountered in tutorials and lectures with a group of fellow students and two PASS leaders. You will also have an opportunity to discuss more general areas of concern for first year students. Past experience suggests that the scheme has had a positive effect on students’ grades. It can also lead to improved progress in other subjects by enhancing your skills.
- It is important to note that PASS sessions are not additional tutorials. Rather, they represent an opportunity to discuss issues of concern in an environment different from that of lectures and tutorials.
- Involvement in PASS requires a commitment on your behalf to attend your group each week. That is, you cannot simply attend when it suits you. Nor is it possible for you to move between groups. Therefore, your selection of a group should be made after considering your other commitments.
- The scheme will commence in Week 3 of session.
- A separate sheet outlining the way in which you can sign up for a PASS group will be distributed in the lecture.

8. SUMMARY OF LECTURE TOPICS AND REQUIRED READINGS

Week *Beginning*	Topic	Lecturer	Readings
1 *3 March*	• Introduction & Overview • Financial Reporting & Corporate Governance	KM Chong	T&G, Chp. 4 (revision) See lecture notes
2 *10 March*	• Assets & Liabilities: Recognition & Disclosure • Revenues & Expenses: Recognition & Disclosure	Helen Kang	T&G, Chps. 9 (pp. 350-371) and 10 (pp. 390-402)
3 *17 March*	• Cash Flow Statements (1)	KM Chong	T&G, Chp. 12
4 *24 March*	• Cash Flow Statements (2)	KM Chong	As in Week 3
5 *31 March*	• Financial Statement Analysis (1)	Helen Kang	T&G, Chps. 13 (pp. 518-530) and 14 (pp. 560-587)
6 *7 April*	Mid-session exam & submit group written assignment (refer to details) No tutorials & no lectures		
7 *14 April*	• Financial Statement Analysis (2)	Helen Kang	As in Week 5 + Lawson (2002)
	Group presentation in tutorials		
18 April – 27 April --- Mid-session break ---- Non-teaching week			
8 *28 April*	• Accounting Policy Choice • Accounting Competency (1): Introduction	KM Chong	T&G, Chp. 15 (pp. 610-621)
9 *5 May*	• Accounting Competency (2): Accounting Regulation • Accounting Competency (3): Financial Reporting Principles	KM Chong	T&G, Chp. 13 (pp. 530-534) Refer to lecture notes for other readings
10 *12 May*	• Introduction to Management Accounting and Cost Concepts	Helen Kang	T&G (Supplement), Chp. 16 (pp. 1-14) Hilton, R. (Chapter 1, 1999) + Hayes (2003)
11 *19 May*	• Introduction to CVP Analysis	Helen Kang	T&G (Supplement), Chp. 16 (pp. 14-38)
12 *26 May*	• Introduction to Costing Systems	Helen Kang	T&G (Supplement), Chp. 17 (pp. 58-96) + Lewis (1999)
13 *2 June*	• Budgeting for Planning & Control	Helen Kang	T&G (Supplement) Chp. 18 (pp. 120-130, 146-154)
14 *9 June*	• Course in Perspective	KM Chong	Revision + exam hints
14 – 19 June Study Week			
20 June – 8 July Final Exam			