

NATIONAL UNIVERSITY OF SINGAPORE
NUS Business School
Department of Accounting

**ACC3602 – Managerial Planning and Control, Semester I, AY2015/16
(TENTATIVE)**

Instructor

Instructor and Course Coordinator: Dr. James KWAN
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Consultation hours: By appointment

Session

B1	Monday, 3pm – 6pm
B2	Thursday, 2pm – 5pm
B3	Friday, 2pm – 5pm

Course Objective and Scope

This course extends on the topics covered in ACC2002 Managerial Accounting. Essentially, it emphasises on the measurement and evaluations of the performance of organisational entities and their managers. Management accounting at this level of analysis is an integral part of companies' management control systems. Performance measurement and control is an essential function of management to ensure that the organization's objectives and strategies are carried out effectively.

The course focuses on measurement and evaluation of financial and non-financial performance. It also discusses key decisions that must be made, such as choice of performance measures, and performance standards and targets. In addition, the course also examines in depth how the pricing of goods and services that are transferred from one organizational entity to another often causes problems in the measurement of an entity's financial performance. Beyond these, it discusses problems that measuring and evaluating performance in accounting term creates, including limitations of traditional performance measure, and discusses the approaches and methods to mitigate these problems and shortcomings. Some of the more advanced cost and management accounting concepts will be covered as well.

Recommended Text

Merchant A. K. and Van der Stede, W (2012), *Management Control Systems: Performance Measurement, Evaluation and Incentives*, Prentice Hall/Financial Times.

Assessment Methods

Your final grade of the course will be computed as follows:

Workshop participation	10%
Case analysis	20%
Mid-term test	30%
Final examination	<u>40%</u>
Total	<u>100%</u>

Workshop Participation (10%)

This is an ongoing assessment based on the level of your participation and the quality of your contribution to the discussions and activities.

Workshops will be the occasions for interacting with each other and the faculty member. It will provide opportunities to gain feedback, ask questions, clarify concepts, and discuss topics relevant to the unit.

The marks for Participation will not be awarded purely for attendance. You must participate in order to gain marks. You can only earn participation marks by attending and participating. Also, you are expected to demonstrate that you attempted to prepare the answers/solutions of the questions/problems before coming to the workshop.

Participation can take several forms:

- Presentation of assigned questions
- Voluntarily responding to a question asked by the tutor
- Asking a question about the assigned questions where you had difficulty in understanding all or part of the question. The question you raise must indicate that you have considered the question and have a genuine problem rather than simply asking a question because you have not attempted the assigned question or questions.
- Responding to a question asked by the tutor and you are requested to answer the question.

Case Analysis (20%)

Students will be required to form groups of 3 or 4 members to write a 2,500-word report. Further details of the assessment will be provided in Week 3. Students are responsible for forming their own groups.

Mid-Semester Test (30%)

This will be held in the Week 7

Duration: 2 hours test

Materials that are examinable: Week 2 – 6 inclusive.

University-approved calculators are permitted. No other electronic devices are allowed. No make-up exam will be administered except under exceptional circumstances.

Final Examination (40%)

This will be a **closed book two-hour examination** and will test your knowledge of the principles and concepts taught, as well as your ability to think critically and to apply your knowledge to particular scenarios. University-approved calculators are permitted. No other electronic devices are allowed. No make-up exam will be administered except under exceptional circumstances.

Advice

This is a challenging and yet rewarding course. It is essential that you are prepared to all workshops. Class materials will be made available in IVLE. Please pre-read the requisite chapters in your textbook before the lectures and complete the workshop questions and cases ahead of time. Do remember to participate in class in order to gain participation marks.

Appreciate it if you can place your name card on the desk in each session in order for me to identify you.

Lectures and Workshops Schedule (Tentative)

Week	Period	Topics	Chapters
1	10-14 Aug	Class postponed. Make-up class to be arranged	
2	17-21 Aug	Introduction to management control	1-3
3	24-28 Aug	Management control system	4-6
4	31 Aug – 4 Sep	Responsibility centres	7
5	7–11 Sep	Transfer pricing	7
6	14-18 Sep	Planning and budgeting	8
Recess week	19-27 Sep		
7	28 Sep – 2 Oct	Incentives systems	9
8	5-9 Oct	Financial Performance Measures and their Effects	10
9	12-16 Oct	Combinations of Measures and Other Remedies to the Myopia Problem	11
10	19-23 Oct	Using Financial Results Control in the Presence of Uncontrollable Factors	12
11	26-30 Oct	Management Control-Related Ethical Issues and Analyses	15
12	2-6 Nov	The Effects of Environmental Uncertainty, Organizational Strategy, and Multinationality on Management Control Systems	16
13	9-13 Nov	Revision	
Final Examination: 30 November 2015 (Monday), 1pm – 3pm			