

NATIONAL UNIVERSITY OF SINGAPORE  
NUS Business School  
Department of Accounting

**ACC3602 - Managerial Planning and Control, Semester II, AY2014/15**  
**(TENTATIVE)**

**Instructor**

Instructor & Course Coordinator: Assistant Professor Zinan ZHU  
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Consultation Hours: By appointment

**Session:**

<b>B1</b>	<b>Thursday, 9am-12pm</b>
<b>B2</b>	<b>Wednesday, 9am-12pm</b>
<b>B3</b>	<b>Friday, 9am-12pm</b>

**Course Objective and Scope**

This course builds on ACC2002 Managerial Accounting. The focus will be on the measurement and evaluations of the performances of organizational 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 elements and methods of financial results control systems, that is, those that involve measurement and evaluation of financial and non-financial performance. The course discusses key decisions that must be made, such as choice of performance measures, and performance standards and targets. 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. The course also discusses problems that measuring and evaluating performance in accounting terms creates, including limitations of traditional performance measures, 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**

Management Control Systems: Performance Measurement, Evaluation and Incentives (3<sup>rd</sup> ed) by Merchant and Van der Stede (Prentice-Hall/Financial Times, 2012). (Referred to as MCS).

## **Assessment Methods**

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

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

10% of your final grade is based on class participation. Attendance is considered as part of the class participation. It is important for you to attend each lecture and tutorial and be actively involved in class activities. Class participation includes asking and answering questions raised by instructor or by your fellow students, offering alternative solutions, commenting on others' work, etc. You should be adequately prepared before you come to each tutorial. Homework and cases help students to master important knowledge and skills. All students should complete the assigned questions and cases before the tutorial regardless of whether they are making the presentations or not. Members of the class who do not present in any given week are advised not to "sit back" and "enjoy the view." They are required to familiarize themselves with the questions and cases assigned, and critique and ask questions of the presenting student(s). The quality and frequency of such questioning in part determines the grade for class participation.

Each meeting consists of two parts. The first part is for a lecture on a new chapter, and the second is for tutorial on materials covered one week ago. The tutorial is conducted through presentations by student teams, with specific questions or cases assigned for each tutorial. Teams are required to submit a written report and make a formal presentation to the class. 20% of your final grade is based on presentations and written reports.

The mid-term test constitutes 30% of your final grade for this module. The final examination constitutes 40% of your final grade. University-approved calculators are permitted. No other electronic devices will be allowed. No make-up exam will be administered except under exceptional circumstances.

### **To the Student:**

This is a rewarding but not an easy course. It is essential that you come prepared to all lectures and tutorials. Class materials will be made available in IVLE. Please pre-read the requisite chapters in your textbook before the lectures and complete tutorial questions and cases ahead of time. You will save a lot of revision time with some advance preparation and be amply rewarded with participation marks when you actively participate in class.

Please use your name card in each session to assist me in getting to know you. This is also necessary to grade class participation.

Lastly, lectures and tutorials will begin punctually at the time scheduled. Please be on time!

## Lectures and Tutorials Schedule

**(TENTATIVE)**

<b>Week</b>	<b>Period</b>	<b>Topics</b>	<b>Chapters</b>
1	12-16 Jan 2015	Introduction to management control; management control alternatives and their effects	1-6
2	19-23 Jan 2015	Responsibility centers; problems/cases	7
3	26-30 Jan 2015	Transfer pricing; problems/cases	7
4	2-6 Feb 2015	Planning and budgeting; problems/cases	8
5	9-13 Feb 2015	Capital budgeting; problems/cases	8
6	16-20 Feb 2015	Incentives; problems/cases (will be rescheduled due to Chinese New Year)	9
Recess week	21-1 Mar 2015	-	
7	2-6 Mar 2015	Performance measures (1); problems/cases	10, 11
8	9-13 Mar 2015	Performance measures (2); Midterm test (proposed date and time): 14 March 2014, Saturday: 10am to 12pm	10, 11
9	16-20 Mar 2015	Performance evaluations (1); problems/cases	12
10	23-27 Mar 2015	Performance evaluations (2); problems/cases	12
11	30-3 Apr 2015	Management control-related ethical issues; problems/cases	13, 14, 15
12	6-10 Apr 2015	Controls in service organizations; problems/cases	17
13	13-17 Apr 2015	Review for final examination	
Final examination: 25 April to 9 May 2015			