

NUS Business School
National University of Singapore
ACC3602 – Managerial Planning and Control, Semester 2 AY2016/2017
Course Outline

Instructor: Associate Professor Deon Chan (Adjunct)
Office: BIZ2 #02-15
Email: bizcsfd@nus.edu.sg
Consultation Hours: By 3 working days' advance appointment

COURSE DESCRIPTION

This course builds on ACC2002 Managerial Accounting. The focus will be on the planning and controls of organizational entities and their managers. Management accounting at this level of analysis is an integral part of companies' management control systems. Decision making 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 and non-financial results control and decision making systems. The course discusses key decisions that must be made, such as budgeting, choice of performance measures, and investments. The course also critiques traditional costing systems and examines 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 tradeoffs of using data for measuring and evaluating performance (control) as well as for decision making. Some of the more advanced cost and management accounting concepts will be covered as well.

AIMS AND OBJECTIVES

The course will equip the students with the understanding of advanced managerial accounting concepts, methods and uses. The primary objectives of the course are to provide students with an understanding of the strengths and limitations of an organisation's accounting system, thereby making them more effective users.

REQUIRED MATERIALS

Main Textbook

Accounting for Decision Making and Control, Zimmerman, 9th Edition, by McGraw Hill

Supplementary Readings will be handed out during classes or posted to IVLE.

Course materials (lecture notes, discussion problems, project materials, etc) will be posted periodically on IVLE.

MODULE WEBSITE:

The module ACC3602 is set up in IVLE. You need to access the IVLE at least weekly before the lecture to download the lecture materials and look out for announcements.

CLASS SESSION

Class sessions will consist of lecture presentations combined with student presentations and discussion.

Punctuality, courtesy & absenteeism: Please arrive **PUNCTUALLY**. Students whom are absent without valid reasons will be taken note of and participation marks would be deducted. Please switch your mobile to silent mode during the class.

LECTURE

For lecture, major points of a topic are covered. Lecture notes will be uploaded to IVLE before the start of class each week. Students are advised to quick read the lecture notes and the chapters of the recommended textbook (refer to the lecture plan below) before class each week. Additional readings assigned as and when would also be uploaded to IVLE before each lecture.

CLASS PARTICIPATION (10%)

Please participate during the case discussions and lessons actively. Marks will be given for class participations. Please participate by asking questions, answering questions posed by lecturer and fellow students, offering opinions, relating material taught to your working experiences, commenting on presented solutions to assignments.

50% of the participation mark will be based on individual's participation in the discussion of the group case including posing questions relevant to the cases and offering insights and alternative viewpoints. Please prepare for case discussion and participate actively. Identify yourself before you speak.

INDIVIDUAL TUTORIAL (10%)

The purpose of the tutorial assignment is to help you to practice the accounting concepts and mechanisms, and apply them to the questions. This is key part of the learning. All students are expected to complete the tutorial questions before the due date.

GROUP CASES (20%)

A group will be assigned to present the solutions of the group cases, while the other students are expected to contribute to the discussion of the answers. Due to time constraint, sometimes not all the questions can be discussed during the class, by which, the suggested solutions will be uploaded by the instructor for self-checking. The grading will be based on the solutions submitted and the presentation. The presentation slides should be uploaded to the student's workbin before the lecture **by 12noon**. Please submit by the deadline stated. Grading will be based on *clarity, conciseness and correctness* of your analysis. Details on the cases will be provided later.

The rest of the class is expected to prepare the assignment and participate actively in the discussion of the cases. Participation marks would be given.

FINAL TEST (30%)

The final test is an open-book, open-notes test. All materials covered during the semester in lectures, presentations, assignments, assigned readings and group project are examinable. Absenteeism is not allowed and zero mark will be granted.

INDIVIDUAL CRITICAL THINKING PROBLEM PAPER (30%)

The paper requires the students to use critical thinking skill, business and management accounting knowledge to solve the business problems and explain their decisions. Grading will be based on *clarity, conciseness and robustness* of your analysis and critique. Details on the paper will be provided later.

EVALUATION

Your final grade will be determined on the following basis:

| | |
|-------------------------|------|
| Critical Thinking Paper | 30% |
| Final Test | 30% |
| Individual Tutorial | 10% |
| Group Case Presentation | 20% |
| Class participation | 10% |
| Total | 100% |

| Lecture | Topic | Readings* |
|---------|--|-----------|
| 1 | Introduction | Ch 1 |
| | Managerial Accounting Role in Organisational Architecture | Ch 4 |
| 2 | Opportunity costs vs Accounting Costs concepts | Ch 2-3 |
| | Capital Budgeting - Basics | |
| 3 | Capital Budgeting - Complexities | Ch 3 |
| | Investment Criteria and Responsibility Accounting | Ch 3 & 5 |
| 4 | Transfer Pricing – methods and critiques | Ch 5 |
| 5 | Advanced topics of Budgeting – new approaches to budgeting and resolving budgeting organizational problems | Ch 6 |
| 6 | Advanced Cost Allocation Topics | Ch 7 & 8 |
| | Recess Week | |
| 7 | Critiques of Traditional Costing Systems I | Ch 9-10 |
| 8 | Critiques of Traditional Costing Systems II | Ch 10-11 |
| 9 | Standard Costing | Ch 12 |
| 10 | Integrative Framework of Managerial Accounting | Ch 14 |
| 11 | Group Case Presentation | |
| 12 | Course Wrap Up and Critical Thinking Paper | |
| 13 | Final Test | |

*- For supplementary readings for the lecture, please download from IVLE.

Advisory

Students who have limited work exposure to managerial accounting or business finance background are likely to find it challenging at the beginning. This is because this will be a new language with its own unique terminology, concepts and rules, hence time and efforts are needed to familiarize with them.

Work hard and hope you will have an enjoyable learning experience equipping you with the knowledge to the accounting world.