



**FACULTY OF BUSINESS**  
**BACHELOR OF ACCOUNTING**  
**LEARNING MODULE OUTLINE**

Academic Year	2024/2025	Semester	I
Module Code	ACCT4120-411		
Learning Module	Advanced Management Accounting		
Pre-requisite(s)	n/a		
Medium of Instruction	English		
Credits	3	Contact Hours	45
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**MODULE DESCRIPTION**

This module introduces students to the strategic role of management accounting for planning and controlling performance so that strategic objectives can be achieved through planning and control. Topics covered include: (i) Strategic planning and control; (ii) Economic, fiscal and environmental factors; (iii) Performance measurement systems and design; (iv) Strategic performance measurement; (v) Performance evaluation and corporate failure; (vi) Current developments and emerging issues in management accounting and performance management.

**MODULE INTENDED LEARNING OUTCOMES (ILOS)**

On completion of this learning module, students will be able to:

M1.	Explain and identify appropriate Management Accounting Systems for Decision Making.
M2.	Use costs in decision making and performance measurement.
M3.	Measure customer relationships for performance improvement.
M4.	Organize non-financial measures, such as balanced scorecard, for performance evaluation.
M5.	Utilize behavioural and organizational issues in Management Accounting and Control Systems.
M6.	Apply financial control in performance management.



These ILOs aims to enable students to attain the following Programme Intended Learning Outcomes (PILOs):

PILOs	M1	M2	M3	M4	M5	M6
P1. Integrate the contemporary theories, principles of accounting and business disciplines relevant to general business practice.	✓	✓	✓	✓	✓	✓
P2. Assess general business scenarios with mathematical and statistical skills.		✓	✓			✓
P3. Apply critical thinking and logical analysis skills and techniques to solve business problems.	✓	✓	✓	✓	✓	✓
P4. Interpret and analyze accounting information for internal control, planning, performance evaluation, and coordination to continuously improve business process.	✓	✓	✓	✓	✓	✓
P5. Apply accounting or business software for business analysis.						
P6. Develop queries to assess management information from database to improve efficiency and effectiveness.						
P7. Synthesize the latest requirement of international accounting and auditing standards in preparing financial statements and auditing reports.						
P8. Utilize appropriate written and spoken forms to communicate effectively with stakeholders in various cultural environment.	✓	✓	✓	✓	✓	✓
P9. Recommend an appropriate course of action by ethically examining the economic, environmental, political, legal and regulatory contexts of global business practice.	✓	✓	✓	✓	✓	✓
P10. Utilize the latest empirical findings and academic studies to support the recommendation of business projects.	✓	✓	✓	✓	✓	✓

#### MODULE SCHEDULE, COVERAGE AND STUDY LOAD

Week	Content Coverage (Textbook and the 1 <sup>st</sup> reference book)	Contact Hours
1	1. Management Accounting Information in Decision Making (Ch. 1) 1.1 Global Management Accounting principles 1.2 Management Accounting processes for strategic and operational decision making 1.3 Economic benefits, costs, contextual and organisational process issues relevant to accounting systems design and operation 1.4 Strategy- Plan-Execute-Review system, plan-do-check-act cycle and the role for management accounting information 1.5 Digitalization in Management Accounting	3
2	2. Relevant Information for Decision Making (Ch. 2, 8, 9, 10) 2.1 Cost information to support management activities (Ch.2, 9) 2.2 Effect of volume changes on cost and profits in organizations (Ch.8) 2.3 The important role of the relevant cost concept in make-or-buy, product and department abandonment, costing orders, and product mix decisions (Ch. 10)	3
3	3. Activity-Based Costs Systems (Ch. 11)	3



	<p>3.1 Volume-based systems in product cost setting</p> <p>3.2 Activity-based cost system that traces resource costs to products</p> <p>3.3 Use of ABC system to improve operations and product decisions</p> <p>3.4 Measure of the practical capacity of resources and the cost of unused capacity.</p>	
4	<p>4. Pricing, Target Costing and Life-Cycle Costs (Ch.12, ref: Atkinson et al. Ch. 8)</p> <p>4.1 Pricing Issues</p> <p>4.2 Total-life-cycle costing approach for managing product costs.</p> <p>4.3 Target costing.</p> <p>4.4 Breakeven time analysis for product development project.</p> <p>4.5 Nonfinancial measures for product development.</p>	3
5	<p>5. Measure and Management of Customer Relationships (Ch. 12, ref: Atkinson et al. Ch. 6)</p> <p>5.1 Customer profitability for service companies</p> <p>5.2 Value of the pricing waterfall in tracing discounts and allowances to customers.</p> <p>5.3 Alignment of salespersons' incentives for achieving customer profitability and loyalty.</p> <p>5.4 Nonfinancial measures of customer satisfaction and loyalty.</p>	3
6	<p>6. Measure and Management of Process Performance (Ch. 21, ref: Atkinson et al. Ch. 7)</p> <p>6.1 Theory of constraints measurement</p> <p>6.2 Different types of facilities layouts: process, product, and group technology</p> <p>6.3 Lean manufacturing and the cost of quality</p> <p>6.4 Value of JIT manufacturing systems</p> <p>6.5 Kaizen costing</p> <p>6.6 Cost savings resulting from process improvement</p>	3
7	<p>7. Motivation and Budgets (Ch. 14, ref: Atkinson et al. Ch. 10)</p> <p>7.1 Role of budgets and budgeting in organizations.</p> <p>7.2 Organizations use and interpretation of budgets.</p> <p>7.3 Role of budgets in service organizations and not-for-profit organizations.</p> <p>7.4 Criticisms against traditional budgeting and the "beyond budgeting" approach.</p>	3
8	<p>8. Strategy and Balanced Scorecard (Ch. 20)</p> <p>8.1 Balanced Scorecard for representing cause-and-effect impact of a company's strategy.</p> <p>8.2 Role for a strategy to translate company strategy.</p> <p>8.3 Measures for the strategic objectives in company's balanced scorecard and strategy.</p> <p>8.4 Extension of the balanced scorecard framework to non-profit and public-sector organizations.</p>	3
9	<p>9. Quality, Behavioural Issues in Management Accounting and Control Systems (MACS)(Ch. 20, ref: Atkinson et al. Ch. 9)</p> <p>9.1 Four cost categories in cost of quality programme</p> <p>9.2 Financial and non-financial measures and identity</p> <p>9.3 Behavioural considerations in the design of MACS</p>	3



	9.4 Motivation and dysfunctional behaviour in MACS	
10	<b>Mid-term Test &amp; Revision</b>	3
11	10. Emerging Issues and Financial Control (Ch. 22,19, ref: Atkinson et al. Chapter 11) 10.1 Digital transformation of organizations affecting management accounting 10.2 Uses and limitations of responsibility centres. 10.3 Workings of digitally advanced enterprise control loop 10.4 Environmental management accounting 10.5 Modern design and interpretation of performance measures	3
12	<b>Presentation of Cases Analysis</b>	3
13	<b>Presentation of Cases Analysis</b>	3
14	<b>Presentation of Cases Analysis &amp; Review</b>	3
15	<b>Final Examination</b>	3
<b>Total</b>		45 hours

#### TEACHING AND LEARNING ACTIVITIES

In this learning module, students will work towards attaining the ILOs through the following teaching and learning activities:

Teaching and Learning Activities	M1	M2	M3	M4	M5	M6
Lectures: in-depth coverage of management accounting is presented with PowerPoint slides and other additional illustration materials as necessary. Q&A: time allowed to raise questions from both instructor and students.	√	√	√	√	√	√
In-class exercises and Q&As will be discussed to direct student attention to the issues. Formative Quizzes: students will take short oral or written quizzes at the end of the class to review what they learn.	√	√	√	√	√	√
Students are required to complete assigned questions and problems. At least one major problem will be assigned from a list of questions after each chapter at specific time. No late submission will be accepted.	√	√	√	√	√	√
Students are required to form a <b>small group to present</b> certain Advanced Cost and Management Accounting issues or cases. This provides students opportunities to integrate and apply their knowledge in the module. Team work and communication: In addition to reinforcing their knowledge of accounting through group interactive discussion, students can learn to coordinate their task and develop their presentation skills.	√	√	√	√	√	√



## ATTENDANCE

Attendance requirements are governed by the Academic Regulations Governing Bachelor's Degree Programmes of Macao Polytechnic University. Students who have less than the required attendance for the enrolled subject are not eligible to attend the final or re-sit examinations and will be given "F" as their final grade.

## ASSESSMENT

In this learning module, students are required to complete the following assessment activities:

Assessment Activities	Weighting (%)	ILOs to be Assessed
Group Case Analysis Report and Presentation	20%	1-6
Participation (including exercise and case discussion)	5%	1-6
Homework Assignment	5%	1-6
Mid-term test	20%	1-5
Final examination	50%	1-6
Total 100%		

The assessment will be conducted following the University's Assessment Strategy (see [www.mpu.edu.mo/teaching\\_learning/en/assessment\\_strategy.php](http://www.mpu.edu.mo/teaching_learning/en/assessment_strategy.php)). Passing this learning module indicates that students will have attained the ILOs of this learning module and thus acquired its credits.

## MARKING SCHEME

	Assessment Task	Criterion	Excellent (A, A-)	Very Good, Good (B+, B, B-)	Satisfactory (C+, C, C-)	Pass (D+, D)	Fail (F)
1.	Class Learning Activities Participation (including exercise and case discussion)	Demonstrate the <b>understanding</b> of the subjects covered in classes and show active learning attitude	High	Significant	Moderate	Basic	Not even reaching marginal levels
2.	Homework Assignments	Demonstrate the <b>ability</b> to answer questions on topics covered in the outline	High	Significant	Moderate	Basic	Not even reaching marginal levels
3.	Group Case Analysis Report and Presentation	Demonstrate the <b>understanding</b> of the subject and the arguments are	High	Significant	Moderate	Basic	Not even reaching marginal levels



		<b>articulated</b> and <b>organized</b> in terms of verbal presentation and report writing					
4.	Mid-term test and Final examination	Demonstrate the <b>ability to identify</b> and <b>apply</b> appropriate concepts, methods and techniques	High	Significant	Moderate	Basic	Not even reaching marginal levels

#### REQUIRED READINGS

Bhimani, A., Datar, S.M., Horngren, C.T., Rajan, M.V., 2019, *Management and Cost Accounting*, 7th edition, Pearson, ISBN13: 9781292232669, ISBN: 1292232668. [insert text]

#### REFERENCES

- Atkinson, A.A., Kaplan, R.S., Matsumura, E.M., Young, S.M., 2012, *Management Accounting: Information for Decision Making and Strategy Execution - Readings and Cases*, 6<sup>th</sup> edition, Pearson, ISBN-13: 978-0-273-76998-9, ISBN-10: 0-273-76998-7
- CIMA, 2019, *The Global Management Accounting Principles*, <https://www.cimaglobal.com/Research--Insight/Global-Management-Accounting-Principles/>
- Hoque, Z., 2006, *Strategic Management Accounting*, 2<sup>nd</sup> edition, Prentice Hall, ISBN 13:978-0-7339-8445-7
- Blocher, E., Stout, D., Juras, P., Cokins, G., 2012, *Cost Management : A Strategic Emphasis*, 6<sup>th</sup> edition, McGraw Hill, ISBN-10: 0078025532, ISBN-13: 978-0078025532
- Drury, C., 2012, *Management and Cost Accounting*, 8<sup>th</sup> revised edition, South-Western Cengage Learning, ISBN-10: 1408064316, ISBN-13: 9781408064313
- Langfield-Smith, K., Thorne, H., Hilton, R., 2012, *Management Accounting: Information for Managing and Creating Value*, 6<sup>th</sup> edition, McGraw Hill Australia and New Zealand, ISBN: 9780070997608
- Young, S.M., 2012, *Readings in Management Accounting*, 6<sup>th</sup> edition, Pearson, ISBN 10:0-13-402503-3, ISBN 13:978-0-13-702503-9
- Zimmerman, J.L., 2017, *Accounting for Decision Making and Control*, 9th edition, McGraw Hill, ISBN: 978-1-259-25500-7.

#### STUDENT FEEDBACK

At the end of every semester, students are invited to provide feedback on the learning module and the teaching arrangement through questionnaires. Your feedback is valuable for instructors to enhance the module and its delivery for future students. The instructor and programme coordinators will consider all feedback and respond with actions formally in the annual programme review.



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## ACADEMIC INTEGRITY

The Macao Polytechnic University requires students to have full commitment to academic integrity when engaging in research and academic activities. Violations of academic integrity, which include but are not limited to plagiarism, collusion, fabrication or falsification, repeated use of assignments and cheating in examinations, are considered as serious academic offenses and may lead to disciplinary actions. Students should read the relevant regulations and guidelines in the Student Handbook which is distributed upon the admission into the University, a copy of which can also be found at [www.mpu.edu.mo/student\\_handbook/](http://www.mpu.edu.mo/student_handbook/).