



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

Academic Year	2024/2025	Semester	2
Module Code	ACCT3150-321		
Learning Module	Management Accounting		
Pre-requisite(s)	n/a		
Medium of Instruction	English		
Credits	3	Contact Hours	45
Instructor	Dr Steve Fong	Email	ccfong@mpu.edu.mo
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**MODULE DESCRIPTION**

This module builds upon cost accounting to prepare students for more specialized management accounting issues and techniques. Topics includes (i) specialist cost and management accounting techniques including ABC, targets, life-cycle, back-flush and throughput accounting; (ii) decision-making techniques including pricing, make-or-buy, linear programming and shadow pricing, etc.; (iii) budget types and systems with attention to behavioural aspects; (iv) standard costing and variances analysis; and (vi) performance measurement and control.

**MODULE INTENDED LEARNING OUTCOMES (ILOS)**

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

M1.	Identify the impact of cost and management accounting system changes that affect the design of budget, customer profitability analysis and variance analysis for planning and control.
M2.	Evaluate the use of relevant costing methods and pricing methods for decision-making.
M3.	Explain and apply various quantitative techniques and methods for cost analysis, inventory management, and transfer pricing.
M4.	Utilize capital budgeting and cost analysis for investment decisions.
M5.	Apply modern management accounting knowledge in balanced scorecard for performance measurement and in designing compensation.
M6.	Manage written and spoken communication skills for working in a group, including team building activity, project management, and presentation.



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

Topic	Content Coverage (Textbook)	Contact Hours
1	Strategy and Master Budget (Chapter 10) <ul style="list-style-type: none"> <li>• Prepare Master budget and related budgets</li> <li>• Handle uncertainty and the budgeting process</li> <li>• Differentiate alternative budgeting approaches</li> <li>• Be aware of behavioral issues in budgeting</li> </ul>	3
2	Decision Making with Strategic Emphasis (Chapter 11) <ul style="list-style-type: none"> <li>• Utilize information in decision process</li> <li>• Apply relevance concepts in opportunity costs, activity-based costing and relevant-cost analysis situations</li> <li>• Illustrate how to choose products to produce regarding capacity constraints</li> <li>• Discuss and apply factors managers should consider in product or service add-drop decisions</li> </ul>	3
3	Strategy and Analysis of Capital Investments (Chapter 12) <ul style="list-style-type: none"> <li>• Demonstrate various foci and related methods of capital budgeting</li> <li>• Evaluate strategic considerations in capital budgeting</li> <li>• Identify relevant cash inflows and outflows for capital budgeting decisions</li> </ul>	3
4	Target Costing, Theory of Constraints, and Strategic Pricing (Chapter 13) <ul style="list-style-type: none"> <li>• Apply target costing for target pricing</li> </ul>	4



	<ul style="list-style-type: none"> <li>• Use life-cycle budgeting and costing in pricing decisions</li> <li>• Illustrate costing and pricing for the short run and long run situations</li> <li>• Illustrate issues and theory for handling constraints</li> <li>• Describe pricing practices regarding non-cost factors</li> </ul>	
5	Analysis of Productivity and Sales Variances (Chapter 16) <ul style="list-style-type: none"> <li>• Demonstrate sales cost and revenue allocation</li> <li>• Conduct customer-profitability analysis</li> <li>• Illustrate sales-variance analysis</li> </ul>	6
6	Management and Control of Quality (Chapter 17) <ul style="list-style-type: none"> <li>• Understand management and control of quality</li> <li>• Recognize different approaches to set quality related expectations</li> <li>• Conduct financial measures and cost of quality</li> <li>• Describe nonfinancial quality indicators</li> </ul>	5
7	Cost Centres, Profit Centres, and Balanced Scorecard (Chapter 18) <ul style="list-style-type: none"> <li>• Recognize cost centres, profits centres in responsibility accounting</li> <li>• Demonstrate strategy implementation and the balanced scorecard.</li> <li>• Analyze and evaluate strategy implementation</li> <li>• Illustrate strategic uses of Balanced Scorecard under value chain and strategy map</li> </ul>	6
8	Investment Centres and Transfer Pricing (Chapter 19) <ul style="list-style-type: none"> <li>• Evaluate management control systems and Investment Centres</li> <li>• Demonstrate transfer pricing methods</li> <li>• Interpret sub-optimal decisions in transfer pricing practices between two divisions</li> <li>• Apply guidelines for determining minimum transfer price</li> </ul>	5.5
9	Management Compensation and Business Analysis (Chapter 20) <ul style="list-style-type: none"> <li>• Evaluate different performance measurement methods</li> <li>• Relate performance measurement with compensation</li> <li>• Interpret the roles of compensation and incentives for rewarding managers</li> <li>• Conduct business analysis</li> </ul>	5
Mid-term test		1.5
Final Examination		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 Project and Presentation	10%	1-6
In-class discussion, exercises and formative Q&As	5%	1-6
Homework Assignment	10%	1-5
Mid-term test	25%	1-5
Final examination	50%	1-5
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 <b>articulated</b> and <b>organized</b> in terms of verbal presentation and report writing	High	Significant	Moderate	Basic	Not even reaching marginal levels
4.	Mid-term test and Final examination	Demonstrate the <b>ability</b> to <b>identify</b> and <b>apply</b> appropriate concepts, methods and techniques	High	Significant	Moderate	Basic	Not even reaching marginal levels



## REQUIRED READINGS

Edward J. Blocher, David E. Stout, Paul E. Juras, Steen Smith, (2022), "Cost Management: A strategic Emphasis", 9th ed., McGraw Hill

## REFERENCES

1. Horngren, C.T., Datar, S.M & Rajan, M.V. (2019) "*Cost Accounting: A Managerial Emphasis*", 16th ed., Prentice Hall
2. Drury, C. ,(2018), *Management and Cost Accounting*, 10<sup>th</sup> ed., South-Western Cengage Learning.
3. Garrison, R.H., Noreen E.W. and Brewer, P.C., (2018) *Managerial Accounting*, 16th ed., McGraw-Hill.
4. Eldenburg, L.G. and Wolcott, S.K., 2012, *Cost Management: Measuring, Monitoring, and Motivating Performance*, 2<sup>nd</sup> edition, Wiley.

## 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.

## 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/).

## PLAGIARISM POLICY

When a student submits an assignment, he has a duty to ensure that his assignment has been checked by Turnitin software, and the similarity score given by Turnitin software cannot be higher than 30%. However, a special case can be determined by the instructor.