



Module Specification

Key Information			
Module title	Accounting for Managers		
Level	7	Credit value	15
Lead College	QMUL	Notional study hours and duration of course	150
Module lead author/ Subject matter expert	Dr Androniki Triantafylli		
Module co-author(s)	None		
Notice to students	None		

Rationale for the module

Management accounting is a dynamic discipline which interacts with many facets of the organisational environment in which it exists across nations, industrial settings and management functions. It entails the application both of long-established techniques and of newly-emerging concepts. Consequently, the module covers areas such as job costing and process costing, cost-volume-profit relationships, capital investment decisions and budgetary control systems in the light of changes in modern day operational circumstances. Throughout the module, students have the opportunity to explore emerging themes within the field of management accounting which are regarded as important for organisations seeking to evolve their management accounting systems. The module pays particular attention to concerns and issues within an international setting. The module endeavours to cover fundamental concepts and techniques of management accounting while also highlighting the diversity of approaches and practices which management accounting are viewed to encompass in different countries.

Aims of the module

The module looks at accounting from the manager's view as opposed to the accountant's view of the decision process and related quantitative and qualitative information needs. Over the course of the module, students examine accounting information that helps managers achieve faster, better, and cheaper operations. A variety of strategic cost management models are explored and contrasted with traditional cost approaches to help students get to grips with the complexities of managerial decision making and resource allocation in the light of accounting information.

Topics covered in this module:

1. Management accounting and the business environment: An introduction to cost terms, concepts and classifications;
2. Job-costing systems & Process costing systems;
3. Cost Allocation;
4. Cost Volume Profit (CVP) Relationships Relevant Information for decision making;
5. Activity Based Costing (ABC);
6. Pricing, target costing and customer profitability analysis;
7. Motivation, budgets and variance analysis;
8. Performance Measurement Systems & Strategic Management Accounting (SMA);
9. Quality and throughput concerns in managing costs & Accounting for Just-in-time systems; and,
10. Management Control Systems.

The topics covered may be revised to ensure currency and relevance. Students will be advised of any changes in advance of their study.

Learning outcomes for the module

A. Knowledge, Understanding and Cognitive Skills

By the end of this module learners will be able to:

1. Understand the nature of management accounting concepts and conventions
2. Understand how accounting information is employed to guide decision making and resource allocation
3. Apply standard accounting techniques to assess and evaluate different outcomes
4. Critically evaluate the extent to which accounting information can support resource allocation and performance appraisal
5. Critically discuss and differentiate contemporary accounting issues

B. Practical, Professional and Key Skills

By the end of this module learners will have developed:

1. Critical thinking, analytical and synthesis skills (including the capacity to provide informed and detailed analysis of business events)
2. The ability to create, evaluate and assess a range of different outcomes and the ability to make rational choices and justify them (including the ability to make choices among a multitude of appropriate management accounting techniques)
3. Numeracy and quantitative skills (including: data analysis and interpretation)
4. Effective communication skills (including oral and written communication skills)
5. Time management skills (including planning and prioritisation skills)
6. Leadership and individual initiative skills
7. Digital and information literacy skills
8. Research skills

Learning and Teaching Strategy and Methods

In addition to the core principles of the learning & teaching strategy and methods for this programme provided in the Programme Specification, Regulations and programme induction, the learning resources for this module are designed by a team supporting the module author with instructional design, learning technology and project management skills.

All students receive comprehensive learning materials in a variety of e-formats for use with different electronic devices. Online learning activities and formative assessments are a key feature of this framework and are linked to the online materials with a Student Progress Log illustrating the level of

progress against learning outcomes and syllabus progress. Students can see their skills development through a 'Skills Portfolio', which evolves through the student's completion of formative and summative assessment.

Students will demonstrate their learning through a variety of activities. Moderated peer group exercises will help students demonstrate achievement of learning objectives from conceptual understanding to critical analysis. Students will demonstrate critical analysis skills through participation in discussions to review business models with which they were familiar and others of which they were unaware. Module tutors and programme Student Relationship Managers will be a useful resource for students looking for support with their online discussion and engagement.

Self-assessment exercises will provide students with the opportunity to gauge their learning against topic and module learning objectives as well as against confidence level in their own understanding. This will allow students to identify which content areas require further work on their part.

Learning materials are divided into topics of 10-12 hours of student effort to support student's time management and motivation for study. The learning content is a mixture of video, text, learning activities and formative assessments, with allocated time for preparation, revision and review relating to each item of summative assessment.

Assessment strategy, assessment methods

Pass Mark

The pass mark is 50% for each element of assessment.

Compensation between elements of assessment is available on this module for marginal fails between 45%-49%.

Assessment Elements

1. Coursework (30% weighting)

There is one item of coursework for this module which contributes to the final assessment mark for this module:

Coursework: a case study report of a maximum of 2,000 words (deadline – weeks 9–12)

The coursework is designed to check student progress, extend and reinforce concepts covered and also test individual performance.

2. Examination (70% weighting)

The final piece of assessment will be an unseen written examination of 2 hours' duration.

Learning resources

Learning materials

Learning activities and formative assessments for this module are designed and developed by the Lead Author/Module Leader and incorporate the following:

- Short videos
- Learning activities (including discussion forum activities)
- Formative assessments (multiple-choice and True/False quizzes, short answer self-assessments and matching exercises)
- Learning content

E-resources

All students can access to the e-resources of the University of London which includes a wide range of accounting, finance and economics journals. Students will be directed to journals within each topic of study and given online resources to enhance their information literacy skills as part of the student induction.

Core text(s)

The learning content will be drawn from two key texts (see below).

Author: Bhimani, A., Hongren, C., Datar, S., & Rajan, M.

Title: *Management and Cost Accounting*, 6th edition

Publisher: Pearson Education

Year: 2015

Author: Seal, W., Garrison, R., Rohde, C., & Noreen, E.

Title: *Management Accounting*

Publisher: McGraw Hill, 5th ed.

Year: 2015

Other references

Author: Merchant, K., & Van Der Stede, W.

Title: *Management control Systems, Performance Measurement, Evaluation and Incentives*, 3rd edition

Publisher: Financial Times Press

Year: 2011