

**City University of Hong Kong  
Course Syllabus**

**offered by Department of Accountancy  
with effect from Semester A 2017/18**

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**Part I Course Overview**

**Course Title:** Management Accounting

**Course Code:** AC4321

**Course Duration:** 1 semester

**Credit Units:** 3

**Level:** B4

Arts and Humanities

**Proposed Area:**  Study of Societies, Social and Business Organisations  
(for GE courses only)  Science and Technology

**Medium of Instruction:** English

**Medium of Assessment:** English

**Prerequisites:** FB2101 Accounting II or  
(Course Code and Title) AC2101 Accounting II or  
CB2101 Introduction to Managerial Accounting

**Precursors:** Nil  
(Course Code and Title)

**Equivalent Courses:** Nil  
(Course Code and Title)

**Exclusive Courses:** AC4320 Accounting for Managerial Decision Making  
(Course Code and Title)

## Part II Course Details

### 1. Abstract

(A 150-word description about the course)

This course aims to:

- review the functions and information needs of management in the contemporary business environment;
- examine the use of cost and revenue information in budget planning, control, and decision making;
- demonstrate contemporary cost management techniques that are critical to the management of a company;
- enhance the skills of accounting majors in the discussion, analysis, and presentation of cases in management accounting.

### 2. Course Intended Learning Outcomes (CILOs)

(CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs <sup>#</sup>	Weighting* (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	A2	A3
1.	Manage inventory and present accounting for the costs of inventory.			✓	
2.	Analyze costs and other management accounting information to make non-routine decisions and long-term strategic planning.			✓	
3.	Use flexible budget, standard costing and operational control to analyze revenue and expense variances			✓	
4.	Critically evaluate the use of responsibility accounting in a performance evaluation system.		✓	✓	
5.	Explain different ways in which the new manufacturing environment has changed management accounting, and the new accounting techniques such as target costing, capacity costing and capacity management, value-chain analysis, balanced scorecard.		✓	✓	
6.	Manage the skills to operate effectively in a group, including team building, project management, and presentation.		✓	✓	

\* If weighting is assigned to CILOs, they should add up to 100%.

100%

<sup>#</sup> Please specify the alignment of CILOs to the Gateway Education Programme Intended Learning outcomes (PILOs) in Section A of Annex.

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.

A3: *Accomplishments*  
*Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.*

### 3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)

TLA	Brief Description	CILO No.						Hours/week (if applicable)
		1	2	3	4	5	6	
Numerical examples and problems	Examples and Problems are the most important activity in this class. The lecturer will demonstrate how to solve problems. In addition, students will solve numerical exercises in class, and understanding will be reinforced by solving more complex problems out-of-class.	✓	✓	✓	✓	✓		1–1.5 hours per week
Lectures	Lectures will illustrate important concepts, mainly by providing examples, both hypothetical and actual.	✓	✓	✓	✓	✓		1.5–2 hours per week
Cases*	The lecturer will assign two cases for in-class discussion, and preparation of a report.	✓	✓	✓	✓	✓	✓	6–9 hours in semester
In-class quizzes	The lecturer will give Two or THREE in-class quizzes to assess students' ability to answer questions on topics covered in the syllabus.	✓	✓	✓	✓	✓		10-20 minutes for each of two/three weeks

\*DEC TLA element

### 4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No.						Weighting*	Remarks
	1	2	3	4	5	6		
Continuous Assessment: <b>50%</b>								
In-class quizzes	✓	✓	✓	✓	✓		10%	
Mid-term test	✓	✓	✓	✓	✓		25%	
Cases-based assessment activities <sup>#</sup>	✓	✓	✓	✓	✓	✓	15%	
Examination: <b>50%</b> (duration: 3 hours)								
Final examination	✓	✓	✓	✓	✓		50%	
							100%	

\* The weightings should add up to 100%.

<sup>#</sup> DEC TLA element

***Students are required to pass both coursework and examination components in order to pass the course.***

## 5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

	Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
1.	Mid-term test and Final examination	ABILITY to IDENTIFY and APPLY appropriate management accounting concepts, methods and techniques.	High	Significant	Moderate	Basic	Not even reaching marginal level
2.	In-class quizzes	ABILITY to answer questions on topics covered in the syllabus.	High	Significant	Moderate	Basic	Not even reaching marginal level
3.	Cases	3.1 ABILITY to INTERPRET, ANALYZE and EVALUATE management accounting information; 3.2 CAPACITY to DEMONSTRATE teamwork and communication skills in group assignments and case studies.	High	Significant	Moderate	Basic	Not even reaching marginal level

**Part III Other Information** (more details can be provided separately in the teaching plan)

**1. Keyword Syllabus**

Variable and Absorption Costing, Budgetary Control System, Standard Costing and Variance Analysis, Support Department Costing, Relevant Costs and Joint Product Costs, Product Pricing, Transfer Pricing, Performance Management, Division Performance Evaluation, Inventory Management, Capacity Management.

**2. Reading List**

**2.1 Compulsory Readings**

*(Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)*

1.	Horngren, C.T., Dater, S. M., Rajan, M.V., “Cost Accounting: A Managerial Emphasis”, latest edition, Pearson Education.
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**2.2 Additional Readings**

*(Additional references for students to learn to expand their knowledge about the subject.)*

1.	Garrison, R. H., Noreen, E. W., Brewer, P. C., “Managerial Accounting”, latest edition, McGraw-Hill
2.	Bolcher, Stout and Cokins, “Cost Management: A Strategic Emphasis”, latest edition, McGraw-Hill Irwin
3.	Hilton, R.W., Platt, D. E., “Managerial Accounting”, latest edition, McGraw-Hill Irwin
4.	Hilton, R.W., Maher, M.W., Selto, F. H., “Cost Management: Strategies for Business Decisions”, McGraw-Hill Irwin
5.	Canvas site for the course
6.	Online Learning Center (OLC) of the Required Textbook: <a href="http://www.mhhe.com/garrison15e">www. mhhe.com/garrison15e</a>
7.	The Management Accounting Web: <a href="http://www.maaw.info">http://www.maaw.info</a>
8.	Certified Management Accountants (CMA) – Canada. Web: <a href="http://www.cma-canada.org">www.cma-canada.org</a>
9.	Institute of Management Accountants (IMA) –USA. Web: <a href="http://www.imanet.org">www.imanet.org</a>
10.	The Chartered Institute of Management Accountants (CIMA) – UK. <a href="http://www.imaglobal.com">www.imaglobal.com</a>