

**THE UNIVERSITY OF HONG KONG
FACULTY OF BUSINESS AND ECONOMICS**

ACCT 3106 Management Control

GENERAL INFORMATION

Instructor: Dr. Travis Ka Chung Chow

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Consultation times: Friday, 10 – 11am, or by appointment.

Tutor: Ms. Cassandra Ho

Pre-requisite(s): ACCT2105 Introduction to Management Accounting

Textbook: Horngren, Datar and Foster, Ittner, Rajan, Cost Accounting: A Managerial Emphasis, G/E, 16/E, Pearson Publishing. Here is the Purchase Link for the eBook.

http://www.elephants.com.hk/search/detail.aspx?product_id=35756455&category_id=1

Mass lectures: Thursday, 10:30am – 12:20pm, RHT

Sub-lectures:

All sub-lectures are held in KKL B 110.

1A – Monday, 10:30 – 11:20am

1B – Monday, 11:30 – 12:20am

1C – Monday, 12:30 – 13:20am

1D – Tuesday, 9:30 – 10:20am

1E – Tuesday, 10:30 – 11:20am

1F – Tuesday, 11:30 – 12:20am

Tutorials: Ms. Cassandra Ho will make an announcement regarding tutorial plans and policy. The tutorials provide a valuable opportunity to learn additional practices that complement my lectures.

COURSE DESCRIPTION

This course covers an in-depth discussion of traditional and contemporary approaches to product costing, cost allocation and cost management systems as well as performance measurement issues in a decentralized organization. For each cost management topics, the course examines the development, measurement, analysis, validation and communication of financial and non-financial information.

COURSE OBJECTIVES

1. Provide students with advanced concepts in management accounting and the usefulness of internal accounting system;
 - Understand the traditional and contemporary approaches in assigning overhead costs and their effects on measuring cost objects (e.g., products, services).
 - Learn the concepts of customer profitability, strategic profitability, life cycle costing, and cost allocation. • Use relevant cost information to price products.
 - Develop financial and non-financial performance measurements for implementing Balanced Scorecard.
 - Evaluate the traditional and contemporary approaches of performance evaluation and compensation system.
 - Practice the use of spreadsheet skill and quantitative tools in solving cost management problems.

2. Provide students with the capability to apply knowledge in decision-making scenarios using case analysis.
3. Develop students' teamwork and professional communication skills using case presentations.

PROGRAMME LEARNING GOALS (PLGs)

PLG1: Acquisition and internalization of knowledge of the program discipline

PLG2: Application and integration of knowledge

PLG3: Inculcating professionalism

PLG4: Developing global outlook

PLG5: Mastering communication skills

PLG6: Cultivating leadership

COURSE LEARNING OUTCOMES (CLOs)

Course Learning Outcomes

Aligned Faculty Learning Goals (FLGs)

CLO1: Understand fundamental concepts and techniques of management accounting analysis.

PLO1

CLO2: Apply management accounting concepts in costing to make business decisions.

PLO1, PLO2

CLO3: Apply management accounting as an analytical tool to resolve business problems.

PLO2, PLO3, , PLO6

CLO4: Design a balanced scorecard to implement corporate strategy and to analyze changes in operating income to evaluate strategy.

PLO2, PLO3, PLO4, PLO6

CLO5: Develop capabilities to communicate effectively in both technical and business ways in a team.

PLO3, PLO4, PLO5, PLO6

COURSE TEACHING AND LEARNING ACTIVITIES

Course Teaching and Learning Activities

Expected Contact Hours

1. Lectures: Concepts will be presented in the class through lectures.

34 (29%)

2. Tutorial lab sessions: Students practice concepts learned in class by working on examples with the tutor.

9 (8%)

3. Case analysis and group presentations: Students in team analyze and present their analyses on selected business cases in class. These practices help students to improve critical thinking abilities, research and group work skills.

30 (25%)

4. Self-study.

47 (38%)

Total 120 Hours

ASSESSMENTS AND STANDARDS FOR ASSESSMENTS

| | |
|--|-----|
| A1. Case presentation | 20% |
| A2. Assignment (Please refer to the tutorial schedule) | 10% |
| A3. Midterm Test (Oct 7, Thursday, 10:30am-12noon) | 20% |
| A4. Final Examination (Please refer to University exam schedule) | 50% |

COURSE CONTENT AND TENTATIVE TEACHING SCHEDULE

See Appendix attached

MEANS/PROCESSES FOR STUDENT FEEDBACK ON COURSE

I welcome students' feedback. Student evaluation of teaching and learning will also be conducted at the end of the semester

COURSE POLICY (e.g. plagiarism, academic honesty, exam policies, etc.)

1. The University Regulations on academic dishonesty will be strictly enforced. Please check the University Statement on plagiarism at <http://www.hku.hk/plagiarism/>
2. Where a candidate for a degree or other award uses the work of another person or persons without due acknowledgement:
 - (a) The relevant Board of Examiners may impose a penalty in relation to the seriousness of the offence;
 - (b) The relevant Board of Examiners may report the candidate to the Senate, where there is prima facie evidence of an intention to deceive and where sanctions beyond those in (a) might be invoked.
3. Plagiarism and copying of copyright materials are serious offences and may lead to disciplinary actions. You should read the chapters on "Plagiarism" and "Copyright" in the Undergraduate/Postgraduate Handbook for details. You are strongly advised to read the booklet entitled "What is Plagiarism" which was distributed to you upon your admission into the University, a copy of which can be found at www.hku.hk/plagiarism. A booklet entitled "Plagiarism and How to Avoid it" is also available from the Main Library.
4. The course enrollment is entirely handled by the faculty office. Please approach the staff in the faculty office for any queries about course enrollment, class quota, etc.
5. **There is no make-up test for the mid-term test.** If you are absent from the mid-term test without eligible reasons and original supporting documents, you will not earn any marks on the mid-term test. If you are absent from the mid-term test with eligible reasons and original supporting documents and you have obtained the lecturer's permission and approval **IN ADVANCE**, your mid-term test weighting will be shifted to the final examination. If you are sick on the mid-term test date, you are required to notify your instructor and tutor immediately and to submit original medical certificate to your instructor or tutor within a week from the mid-term test, your mid-term test weighting will be shifted to the final examination.
6. A make-up final exam will be offered if students are absent from the final exam with valid reason and supporting documentations. Please follow the application procedures described in this link: <http://www.hku.hk/exam/B.htm>

Grading Rubrics for group presentation

Case presentations will be prepared on a group basis. Each group is responsible for one case, which includes a 25-minute presentation. The objective of the case presentation is to help students apply the knowledge into real-life situations and improve communication skills. Cases will be assigned on a random basis. Each group of students is expected to submit the PowerPoint slides and the Video presentation files by 5pm on the due date (December 3, 2020, Thursday).

| Grade | Rubrics |
|--------------|--|
| A+, A, A- | <ul style="list-style-type: none">- The presentation was highly successful at communicating the essential elements of the topic to the audience. Demonstrated deep understanding and comprehension of the topic.- Concepts were thoroughly explained and clarified.- There was clear evidence of independent thought and reflection on the topic.- The topic was covered in a highly professional and organized manner.- The presenter displayed excellent verbal skills and delivered a highly interesting, coherent presentation at an appropriate level for the audience. |
| B+, B, B- | <ul style="list-style-type: none">- The presentation was successful at communicating the essential elements of the topic to the audience. Demonstrated sound understanding and comprehension of most aspects of the topic.- Most concepts were well explained and clarified.- The topic was covered in a professional and organized manner.- The presenter displayed good verbal skills and mostly delivered an interesting, coherent presentation at an appropriate level for the audience. |
| C+, C, C- | <ul style="list-style-type: none">- The presentation adequately communicated most of the essential elements of the topic to the audience. Demonstrated good understanding and comprehension of most aspects of the topic.- Most concepts were adequately explained.- The topic was covered in an organized manner.- The presenter displayed adequate verbal skills and mostly delivered a coherent presentation at an appropriate level for the audience. |
| D+, D | <ul style="list-style-type: none">- The presentation roughly covered the main aspects of the topic. Demonstrated basic understanding and comprehension of most of the topic.- The topic was covered in a basic manner.- The presenter displayed minimal standards of verbal skills and or coherence and organization |
| F | <ul style="list-style-type: none">- The presentation was poorly addressed and or concepts were inadequately explained. Failed to demonstrate sufficient understanding and comprehension of the topic.- The topic was not covered acceptably and or was poorly organized.- Verbal skills were inadequate. |

Appendix: Tentative Schedule of Lectures (2021-2022 Semester 1)

| Sub-lectures (at KKLK 110): | | | Main Lectures (at RHT): | |
|-----------------------------|-------------|-----------------------------|-------------------------|--------------------|
| Week | Mon, Tue | Content | Thu | Content |
| 1 | — | | Sept 2 | Introduction |
| 2 | Sept 6, 7 | Ch. 14 | Sept 9 | Ch. 14 |
| 3 | Sept 13, 14 | Ch. 15 | Sept 16 | Ch. 15 |
| 4 | Sept 20, 21 | Ch. 16 | Sept 23 | Ch. 16 |
| 5 | Sept 27, 28 | Ch. 11 | Sept 30 | Ch. 11 |
| 6 | Oct 4, 5 | Review | Oct 7 | Mid-Term Test |
| 7 | Oct 11, 12 | Reading Week | Oct 14 | Reading Week |
| 8 | Oct 18, 19 | Ch. 13 | Oct 21 | Ch. 13 |
| 9 | Oct 25, 26 | Ch. 22 | Oct 28 | Ch. 22 |
| 10 | Nov 1, 2 | Ch. 23 | Nov 4 | Ch. 23 |
| 11 | Nov 8, 9 | Ch. 12 | Nov 11 | Ch. 12 |
| 12 | Nov 15, 16 | Case Presentations | Nov 18 | Case Presentations |
| 13 | Nov 22, 23 | Case Presentations | Nov 25 | Case Presentations |
| 14 | Nov 29, 30 | Case Presentations / Review | — | |
| | Dec 1 – 7 | Revision Period | | |
| | Dec 8 – 23 | Exam Period | | |

Chapter and Topics

Ch. 14 Cost Allocation, Sales Variance Analysis, Customer-Profitability Analysis

Ch. 15 Allocation of Support-Department Costs, Common Costs, and Revenue

Ch. 16 Cost Allocation: Joint Products and Byproducts

Ch. 11 Decision Making and Relevant Information

Ch. 13 Pricing Decisions and Cost Management

Ch. 22 Management Control System and Transfer Pricing

Ch. 12 Balanced Scorecard and Strategic Profitability Analysis

Ch. 23 Performance Measure and Compensation