

Module A1: Management Accounting and Control

Stage	1						
Semester	1						
Module Title	Management Accounting and Control						
Module Number/Reference	A1 – MAC						
Module Status	Mandatory						
Module ECTS credit	5						
Module NFQ level (only if applicable)	9						
Pre-requisite Module Titles	N/A						
Co-requisite Module Titles	N/A						
Is this a capstone module? (Yes or No)	No						
List of Module Teaching Personnel	Ivan Toner						
Contact Hours				Non-contact Hours			Total Effort (Hours)
Lecture	Practical	Tutorial	Seminar	Assignment	Placement	Independent work	
18		18		24		40	100
Allocation of Marks (Within the Module)							
	Continuous Assessment	Project	Practical	Final Examination	Total		
Percentage contribution	50%			50%	100%		

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Display comprehensive and detailed knowledge of the terms and concepts relating to contemporary management accounting.
2. Critically evaluate the role of management accounting in providing information for planning and control.
3. Critically evaluate the management accounting techniques used for cost determination.
4. Employ accounting data to identify, analyse and evaluate managerial choices to maximise economic benefits including budgeting techniques.
5. Use contemporary quantitative techniques to obtain and analyse management accounting information.
6. Evaluate the control systems of an organisation in the context of its strategy.
7. Critically appraise the strategic performance of a business and recommend appropriate performance measures.

8. Interpret and apply the alternative approaches to risk appraisal in the decision making process.

Module Objectives

This Module is concerned with the application of managerial accounting techniques and procedures to the solution of managerial planning, control, and decision-making in all functional areas of business. The module covers models of costing, budgeting and decision analysis which are instrumental to the effective use of accounting information in strategic and operational planning. By focusing on the thought process involved in analysing business situations, this module will provide learners with the ability to use accounting information to make strategic business decisions. Learners will develop modelling skills including quantitative methods of analysis while obtaining an understanding of management accounting theories, practices and their strategic application.

This module aims:

- To provide learners with the opportunity to appreciate the concept of management accounting as a system for recording, processing, reporting and analysing information for costing, control and managerial decision-making.
- To develop learners' skills in the use of a variety of management accounting techniques, with particular emphasis on the interpretation of, and use of accounting information for decision-making within the organisational context.

Module Curriculum

- **Introduction to Management and Cost Accounting**
 - Introduction to management accounting
 - The role of the Management Accountant
 - Cost classification and cost statements
 - Information for Decision-Making
 - Cost-volume profit analysis
 - Cost assignment
 - Traditional costing
- **Activity Based Costing**
 - Limitations of traditional costing systems
 - The nature and technique of Activity-based Costing
 - Limitations of Activity-based Costing.
- **Relevant Costs for Decision-Making including Pricing Decisions**
 - Measuring relevant costs and revenues for decision making
 - Pricing decisions and profitability analysis
 - Full cost and special pricing decisions.
 - Target Costing and Life Cycle Costing.

- Decision making with scarce resources
- Contribution per limiting factor
- Decision making under conditions of risk and uncertainty
- **Evaluation of Capital Expenditure Proposals**
 - The nature of capital investment decisions
 - Time value of money
 - Cost of capital
 - Impact of taxation
- **Information for Planning, Control and Evaluation**
 - The budgeting process
 - Preparation of Operating Budgets and Master Budget
 - Financial management
 - Operational control and performance measurement
 - Variance analysis
 - Introduction to the use of quantitative methods in planning and forecasting
 - Cost estimation and cost behaviour
- **Strategic and Managerial Accounting**
 - Introduction to Strategic Management
 - Analysis of business strategy
 - The process and politics of strategic decisions
 - The emerging strategic role for management accounting

Teaching Plan

Weeks 1 & 2	Introduction to Management and Cost Accounting
Weeks 3 & 4	Activity Based Costing
Weeks 5 & 6	Relevant Costs for Decision-Making including Pricing Decisions
Week 7 & 8	Evaluation of capital expenditure proposals
Weeks 9 & 10	Information for Planning, Control and Evaluation
Weeks 11 & 12	Strategic Managerial Accounting

Reading lists and other learning materials

Recommended Reading

- Clarke, P., 2010. *Managerial accounting: costing, decision-making and control*, Dublin: Institute of Chartered Accountants in Ireland.
- Drury, C., 2013. *Management accounting for business*, Andover: Cengage Learning.
- Garrison, R.H., Brewer, P.C. & Noreen, E.W., 2012. *Managerial accounting*, New York: McGraw-Hill/Irwin.
- Cooper, R. & Kaplan, R.S., 1999. *The design of cost management systems: text and cases*, Upper Saddle River (N.J.): Prentice Hall.

Secondary Reading

- Atrill, P. & McLaney, E., 2012. *Management accounting for decision makers*, Harlow, England; New York: Pearson Education Limited.
- Brewer, P.C., Garrison, R.H. & Noreen, E.W., 2010. *Workbook/study guide for use with Introduction to managerial accounting*, New York: McGraw-Hill/Irwin.
- Drury, C., 2012. *Management and cost accounting*, London: Thomson Learning.
- Hilton, R.W., 2011. *Managerial accounting*, New York: McGraw-Hill Higher Education.
- Kaplan, R.S. & Atkinson, A.A., 1998. *Advanced management accounting*, Englewood Cliffs: Prentice Hall.

Learners will also be directed to relevant journals, publications, case studies, websites and other sources of information as required.

Module Learning Environment

Lectures will be delivered in a classroom environment with tutorials being delivered on a more interactive level. Learners are supported with resources to offer structure and guidance which will include a set of lecture notes and reading materials as well as a detailed module curriculum which includes the module learning outcomes, a class schedule, the necessary reading material and the assignment strategy. Participants also have access to Moodle, the College's Virtual Learning Environment (VLE).

Module Teaching and Learning Strategy

Course content will be delivered by means of lectures and tutorials with prior preparation. Learners will be required to read and prepare for classes beforehand with the emphasis on interactive discussions, participative group work and learning by doing in class. Practice problems and case study analysis will play a large part in ensuring that learners learn and understand how accounting is employed in decision-making and the role of management accounting within the wider organisational context. There will be one large assignment where learners will learn and apply their interpretative skills.

Module Assessment Strategy

The coursework for this module will be by means of a case study assignment worth 50%. In the case-study assignment, learners will be required to report on an organisations' use of accounting information and analyse the decisions and implications of those decisions as taken by the organisation in question. For this work, learners will also be asked to suggest alternative decision-making routes that companies might have employed for different outcomes.

Element Number	Weighting	Type	Description
1	50%	Coursework	Case study
2	50%	Examination	End of semester examination

Constructive Alignment of Assessment

Module Learning Outcomes	Assessment Strategy	
	Element 1	Element 2
1. Display comprehensive and detailed knowledge of the terms and concepts relating to contemporary management accounting.	Yes	Yes
2. Critically evaluate the role of management accounting in providing information for planning and control.	Yes	Yes
3. Critically evaluate the management accounting techniques used for cost determination.	Yes	Yes
4. Employ accounting data to identify, analyse and evaluate managerial choices to maximise economic benefits including budgeting techniques.	Yes	Yes
5. Use contemporary quantitative techniques to obtain and analyse management accounting information		Yes
6. Evaluate the control systems of an organisation in the context of its strategy.		Yes
7. Critically appraise the strategic performance of a business and recommend appropriate performance measures.		Yes
8. Interpret and apply the alternative approaches to risk appraisal in the decision making process.		Yes