

## H8MA2: Management Accounting 2

Module Code:	H8MA2
Long Title	Management Accounting 2 <b>APPROVED</b>
Title	Management Accounting 2
Module Level:	LEVEL 8
EQF Level:	6
EHEA Level:	First Cycle
Credits:	10
Module Coordinator:	Joe Molumby
Module Author:	Joe Molumby
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
<b>Learning Outcomes</b>	
<i>On successful completion of this module the learner will be able to:</i>	
<b>#</b>	<b>Learning Outcome Description</b>
LO1	Prepare detailed budgets and understand their role in strategic planning.
LO2	Apply control and performance measurement techniques and use management accounting information to generate solutions for problems in a variety of organisational and divisional settings.
LO3	Analyse the impact of uncertainty on decision making and apply a range of methods and principles to various scenarios.
LO4	Evaluate the relevance of management accounting information for control and performance measurement
LO5	Discuss the strategic role of Management Accounting.
<b>Dependencies</b>	
<b>Module Recommendations</b>	
No recommendations listed	
<b>Co-requisite Modules</b>	
No Co-requisite modules listed	
<b>Entry requirements</b>	Programme entry requirements

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Module Content & Assessment			
Indicative Content			
<b>Budgets and Strategic Planning. (20%)</b> The role of budgets as part of strategic planning. Budgets as an integral part of a Business Plan for organisations of various sizes and at different stages of development. The interrelationships between the various functional budgets and the economic environment. Sources of information for preparing and updating budgets. Examining the qualitative aspects of the budgeting process including human subjectivity and the need for assumptions. Sensitivity analysis based on the applicability / non-applicability of various assumptions. Using flexed budgets and variance analysis for identifying and diagnosing problems. Performance analysis and behavioural aspects.			
<b>Control and Performance Measurement. (20%)</b> Advanced variance analysis including mix and yield variances. Reconciling budgeted and actual performance using absorption and variable cost approaches. In-depth analysis of divergences from plans and the generation of possible solutions to deal with problems in various organisational settings. Divisional performance measurement including consideration of divisions within different organisations such as public sector and not-for-profit, and issues such as transfer pricing and taxation.			
<b>Risk and Uncertainty (20%)</b> Consideration of the distinction between risk and uncertainty. Applying various methods to estimate the amount of risk and to incorporate uncertainty in the decision making process including the use of probabilities / expected values, decision trees, the learning curve, high-low methods, 'maximin' and 'maximax' techniques etc.			
<b>Strategic Decision Making Contexts. (20%)</b> Understanding the context of decisions for organisations with varying objectives, and for firms of different sizes and operating in various sectors. Applying marginal costing techniques in decision making to include multi-product analysis and consideration of the degree of operating gearing etc. Application of relevant costing principles in decision making to include outsourcing, sub-contracting, continue to trade, pricing decisions etc. Use of various techniques including graphical approaches and linear programming to deal with scarce resources and limiting factors. The value of perfect information in reducing uncertainty.			
<b>Management Accounting and Strategy (20%)</b> Understanding the role of management accounting in the context of the links between: operations and strategy; the different functions within an organisation; various stakeholder groups and the organisation's environment. The importance of the contribution of management accounting to the formulation of policies, plans, and performance monitoring as part of management decision making. Consideration of the various roles of management accounting in profit and not-for-profit organisations. Business ethical issues and management accounting. Emerging issues in Management Accounting; issues in Management Accounting research.			
Assessment Breakdown			%
Coursework			30.00%
End of Module Assessment			70.00%
Assessments			
Full Time			
Coursework			
<b>Assessment Type:</b>	Continuous Assessment	<b>% of total:</b>	30
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	2,4,5
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> Candidates are required to complete in-class either an individual presentation or a group presentation on a current management topic; to facilitate a classroom discussion on the topic; and to submit a written report to support the presentation.			
End of Module Assessment			
<b>Assessment Type:</b>	Terminal Exam	<b>% of total:</b>	70
<b>Assessment Date:</b>	End-of-Semester	<b>Outcome addressed:</b>	1,2,3,4,5
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> Final Examination.			
No Workplace Assessment			
Reassessment Requirement			
<b>Repeat examination</b> <i>Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.</i>			
<b>Reassessment Description</b> Candidates will attempt the repeat assessment for the module, if they do not successfully pass the module. Learners are required to attempt all assessments attaching to a module. For those modules where all learning outcomes are assessable with a final examination, the student does not have to re-sit failed individual CA components.			

## H8MA2: Management Accounting 2

Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	Classroom and demonstrations	2	Every Week	2.00
Lecturer Supervised Learning	Mentoring and small-group tutoring	1	Every Week	1.00
Directed Learning	Directed e-learning	3	Every Week	3.00
Independent Learning	Independent learning	8	Every Week	8.00
Total Weekly Contact Hours				6.00

Module Resources	
<i>Recommended Book Resources</i>	
<p>Colin Drury. (2021), Management and Cost Accounting, 11th Ed. Cengage Learning.</p> <p>Atrill and McLaney. (2018), Management Accounting for Decision Makers, 9th edition.</p>	
<i>Supplementary Book Resources</i>	
<p>Peter Clarke. (2016), Managerial Accounting: Costing, Decision-Making and Control.</p>	
<i>This module does not have any article/paper resources</i>	
<i>This module does not have any other resources</i>	
Discussion Note:	