National University of Singapore
NUS Business School

ACC2706 MANAGERIAL ACCOUNTING
Semester 2, 2024/2025
COURSE OUTLINE

INSTRUCTOR

Baek In Gyun, Assistant Professor, Course Coordinator
igbaek@nus.edu.sg (Biz1 #7-29): I'm happy to address questions and concerns via email; allow a one-business-day turnaround.

OVERVIEW

The emphasis of the course is on the use of accounting information, often prepared by the management accountants, for use internally by managers in managing an organization. Students will gain an understanding of the information needed by managers in planning, control and decision-making, as well as the management accountants' obligation to themselves, their colleagues, their organization and the public interest to adhere to high standards of ethical conduct when preparing the information.

The course takes a broad perspective in viewing management accounting as the efficient and effective use of resources, supporting managers in the improvement of customer and shareholder values, across a range of areas including strategy, marketing and organizational behavior. It also looks at the implications of the rapidly changing environment in the development of new approaches to management accounting, and the need for management to understand and manage any adverse impact of their decisions on the environment and society. Real-life examples of current management accounting practices of organizations in Australia and the Asia-Pacific region will be incorporated into the reading materials whenever possible.

READING MATERIALS

Kim Langfield-Smith, David Smith, Paul Andon and Helen Thorne, Management Accounting: Information for Creating and Managing Value, 9E, (2022), McGraw-Hill Education (Australia).

Additional reading material will be provided on topics not covered in the textbook.

Students are expected to visit the course website on Canvas regularly. Course announcements, seminar handouts, and other course-related documents are also going to be posted on the course website. Note that seminar handouts posted are subject to revision; look out for updates, which will be announced via Canvas.

ETIQUETTE

To avoid distracting the class, please arrive on time, turn off your cell phones for the duration of the class, and refrain from conversations unrelated to the class discussion. Please also give your full attention to class speakers (the instructor and other students) by putting away phones and laptops unless needed for class purposes. If an unusual circumstance requires that you leave class early, please inform the instructor beforehand.

COURSE GRADING

		Number of Points
Group Activity	Tutorial Presentation	75
Participation	Evaluation of In-Class Participation	50
Test and Exam	Mid-term Test	125
	Final Exam	250
	Total Points Available	500

1) Group Activity

Each team will be assigned to do one tutorial-problem-solving presentation over the semester. The evaluation is based on (1) timely and complete submission of the solution slides (by **12pm (noon) two days before the presentation day**, e.g., if the presentation is on Thursday, the slides are due on Tuesday at noon; late submission will have 10% of the awarded marks deducted); (2) accuracy and originality of the submitted solutions; (3) stimulation of class discussions during the presentation.

Please **email** your submission to your instructor. Ensure that **both the email subject line and the file name** follow this format: *ACC2706_SA1_Team01*. Only one person from each team needs to submit, and please indicate the names of all members in your submitted files clearly. It is assumed that each member in a team will contribute equally and therefore be given the same mark. In cases where there is a dispute on the extent of contribution from a team member, please email the lecturer. The final mark may be adjusted at the discretion of the lecturer after investigation.

2) Participation

A primary reason for encouraging class participation is to enrich the classroom dynamics. This class consists of individuals with different backgrounds. Relating the material we are covering to your own experience and sharing it with other members of the class enriches their experience, as well as your own. Another reason for encouraging class participation is to strengthen students' ability to think rigorously about business problems, and subsequently, persuade others of the reasonableness of their decisions, based on facts and analysis. I strongly encourage you to contribute your questions and comments in class. *I may call on students to try to draw everyone into the discussion over the duration of the course.* If circumstances prevent you from being adequately prepared to contribute to the discussion with your questions or comments, you may let me know before the beginning of class. While I recognize that those who are shy or reluctant to participate in class discussions will be penalized in this portion of their grade, it is a reality that such characteristics are often penalized in the workplace. In order to effectively evaluate your participation, I will make a tremendous effort to learn your name so that I can easily identify your contributions.

3) Mid-term Test

The format of the mid-term test will be determined and announced later. All materials lectured in the course can be covered on the mid-term test.

4) Final Exam

The format of the final examination will be determined and announced later. All materials lectured in the course can be covered on the final examination.

ACADEMIC INTEGRITY

In this course, all tests and exams are individual efforts. Mobile phones and other hand-held smart technology devices are NOT permitted to be used during tests and exams. Note that any plagiarism of tutorial presentation answers (from any source) is a breach of academic integrity and will be penalized.

Academic integrity and honesty are essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is "the practice of taking someone else's work or ideas and passing them off as one's own" (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Artificial Intelligence (AI) tools such as ChatGPT do not require specialist knowledge to use. Many of these AI tools are commonly used in social media, for example, to create content and disguise and refine content created from programmes like ChatGPT. We understand that students will be drawn to using these AI Tools, as they would for any other electronic aid.

However, to be clear, normal academic rules still apply. As noted in the Code of Student Conduct: "*The University takes a strict view of cheating in any form, deceptive fabrication, plagiarism and violation of intellectual property and copyright laws. Any student who is found to have engaged in such misconduct is subject to disciplinary action by the University*."

With respect to AI tools (e.g., ChatGPT and image generation tools), your instructor will clarify whether the use of these tools as inputs into your assignment development process is acceptable. AI is a technology that requires skill to use, and knowledge about when and how to use it. If you use ChatGPT or any other such AI tool in your work, you must provide a proper representation of how you used the tool and what prompts you used to generate output. Failure to cite its use constitutes academic misconduct.

Further, as with any information source, be aware that minimal efforts yield low quality results. You will need to refine your work and fact check the output, as you would double-check information from any source. Further, you should be selective in how and when you use such tools instead of using it for each and every assignment you create.

To summarise:
1. Always check with your instructors on what are the permitted uses of AI tools.
2. Have a discussion at the start of a course about the use of AI.
3. Where permitted, acknowledge your use of AI.
4. You remain responsible for the quality of your work and its appropriate representation.
5. Failure to follow the above steps can lead to a concern about plagiarism (academic dishonesty).

As always, you have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is entirely your own work. This is a minimum standard.

Additional guidance can be found at:
- NUS Code of Student Conduct: http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct
- Academic Integrity Essentials: https://libguides.nus.edu.sg/new2nus/acadintegrity#s-lib-ctab-22144949-4
- Guidelines on the Use of AI Tools For Academic Work: https://libguides.nus.edu.sg/new2nus/acadintegrity#s-lib-ctab-22144949-3

Teaching Schedule & Tutorial Questions

Week	Readings	Tutorial coverage	Tutorial questions	Team	Optional tutorial questions[++] (Not required for presentation)
1	Chapter 1 & 2: Introduction				
2	Chapter 3: Cost Behaviour	Chapter 2.	Tutorial 1: E2.21; E2.22; E2.24; E2.29; P2.32.	Professor	E2.23, E2.26, E2.27, E2.28, P2.33, P2.36
3	Chapter 18: CVP Analysis	Chapter 3.	Tutorial 2: E3.28; P3.32; P3.34; C3.42.	Team 1	E3.25, P3.31, P3.33
4	Chapter 4: Product Costing Systems	Chapter 18.	Tutorial 3: E18.26; P18.31(1-5); P18.39; P18.41.	Team 2	P18.33; P18.34; P18.36; C18.44.
5	Chapter 5: Process Costing & Operation Costing	Chapter 4.	Tutorial 4: E4.27; P4.33; P4.41; C4.43	Team 3	E4.30; P4.39; P4.40
6	Chapter 7: Overhead Costs	Chapter 5.	Tutorial 5: P5.33; P5.35; P5.37; P5.39	Team 4	E5.30; E5.31; P5.32; P5.34.
	Recess week				
7	Chapter 8: Activity Based Costing	Chapter 7.	Tutorial 6: P7.33; P7.35; P7.38; P7.40.	Team 5	E7.27; P7.32; P7.34; P7.36; P7.41.
8	Chapter 19 & 20: Relevant Costs & Benefits; Pricing & Product Mix Decisions	Chapter 8.	Tutorial 7: E8.23; P8.35; P8.38; C8.41# (see next pg).	Team 6	E8.24; E8.27; E8.28; E8.29; C8.42.
9	Chapter 9 & 10: Budgetary Systems; Standard Cost	Chapter 19 & 20.	Tutorial 8: E19.30; P19.33; P19.34; P19.37; P20.37.	Team 7	E19.27; P19.38; P19.39; C19.45; E20.26; P20.35.
10	Chapter 11: Standard Cost	Chapter 9 & 10.	Tutorial 9: P9.41; P10.37; P10.42; P10.43.	Team 8	E10.24; P10.33; P10.34, P10.40; C10.45.
11	Chapter 12: Managing Performance	Chapter 11.	Tutorial 10: P11.36; P11.37; P11.40.	Team 9	E11.23; E11.24; P11.32, P11.38
12	Chapter 13 & 14: Finance & Strategic Performance	Chapter 12.	Tutorial 11: E12.29; P12.31; P12.35; P12.40	Team 10	E12.25; E12.29; E12.30; P12.38; C12.42.
13	Review.	Chapter 13 & 14.	Tutorial 12: P13.32; P13.34; P13.37; P14.31; P14.35.	Team 11	P13.33; P14.33; P14.39.

[++] Optional tutorial questions refer to the questions that will not be discussed in class but solutions will be provided and uploaded on Canvas. This is to give students more opportunities to practise problem solving for materials covered in the textbook.

Tutorial Guidelines & Grading Rubric

Tutorials will be presented by designated groups in the order of the group number. You can find them in the recommended textbook.

A written submission (ppt format) is required for each group assigned to present a tutorial. Each presentation should be concise and should not exceed 20 slides including the cover.

The written submission is to be **emailed** to the instructor **by 12pm (noon) 2 days before the day of presentation.** For example, if you class is on Thursday, the presentation slides should be sent to your instructor by 12 noon Saturday. The presentation must be consistent with the written submission. The instructor may suggest modifications if there are major discrepancies from the correct answers. There is no need to submit answers for Self-Practice Questions.

The submission cover should include the full name and student number of all group members.

Presentation
Please restrict your presentation to within 20 minutes. Ensure that your presentation addresses the relevant requirements directly. You do not need to present answers for optional tutorial questions. During or after the presentation, non-presenting students can ask questions, and these would also contribute to the participation score of these students.

It is assumed that each member of a team will contribute equally and therefore be given the same mark for the presentation. In cases where there is a dispute on the extent of contribution for a team member in the project, a peer review might be requested. Any intention to make a submission for peer review should be communicated as soon as possible. The last date where such a submission may be made is **15 April 2025**. Submissions beyond this date will not be allowed.

Suggested Solutions
The publisher's suggested solutions (for presented questions as well as self-practice questions) will be circulated via Canvas by the end of each week.

Plagiarism
Any submitted answers that conform with publisher's suggested solutions will be regarded prima facie as evidence of plagiarism, and responsible student(s) will be dealt with appropriately.

The focus of the presentation is on the technical content – 50 marks, and 25 marks for organisation, delivery and Q&A ability during the presentation. (Total 75 marks).

Tutorial 7: C8.41

The testbook has omitted some critical information of this question, which is shown below:

* Calculation of predetermined overhead rate:

Manufacturing overhead budget:

Depreciation, machinery	$1 480 000
Maintenance, machinery	120 000
Depreciation, taxes and insurance for factory	300 000
Engineering	350 000
Purchasing, receiving and shipping	250 000
Inspection and repair of defects	375 000
Material handling	400 000
Miscellaneous manufacturing overhead costs	295 000
Total	$3 570 000

Direct labour budget:

Standard model	10 000 hrs
Deluxe model	1 000 hrs
Heavy-duty model	10 000 hrs
Total	21 000 hrs

$$\text{Predetermined overhead rate:} \frac{\text{Budgeted overhead}}{\text{Budgeted direct labour hours}} = \frac{\$3\,570\,000}{21\,000\,\text{hours}} = \$170 \text{ per hour}$$