

Course Title	Management Accounting & Costing II				
Course Code	ACF 302				
Course Type	Compulsory				
Level	Undergraduate				
Year / Semester	Year 3 / Semester 5				
Teacher's Name	STYLIANI EFTYCHIOU/ALEXANDROS GAREFALAKIS/PHANOS IACOVOU				
ECTS	6	Lectures / week	3	Laboratories / week	
Course Purpose and Objectives	<p>The aim of the syllabus is to develop knowledge and skills in the application of management accounting techniques to quantitative and qualitative information for planning, decision-making, performance evaluation, and control.</p> <p>The syllabus for Managerial Accounting & Costing II, builds on the Managerial Accounting & Costing I and seeks to examine candidates' understanding of how to manage the performance of a business. It also prepares candidates for more specialist capabilities which are covered in Advanced Managerial Accounting.</p>				
Learning Outcomes	<p>After completion of the course students are expected to be able to:</p> <ul style="list-style-type: none"> A. Identify and discuss the information, systems and developments in technology required for organizations to manage and measure performance in the modern, competitive environment. B. Explain and apply specialized costing and management accounting techniques. C. Select and appropriately apply decision-making techniques to facilitate business decisions in pricing, make-or-buy decisions and promote efficient and effective use of scarce business resources, appreciating the risks and uncertainty inherent in business and controlling those risks. 				

Prerequisites	ACF 201	Required	NONE
Course Content	<p>A. Information, technologies and systems for organizational performance</p> <p><u>Managing information</u></p> <ul style="list-style-type: none"> • Information Systems Role. • Intranets and Wireless Technology. • Generating and distributing Internal Information. • Security of Highly Confidential Information. <p><u>Sources of information</u></p> <ul style="list-style-type: none"> • Internal and External Sources. • Control Purposes. • Direct Data Capture & Process Costs. • Indirect Costs of Producing Information. <p><u>Information systems and data analytics</u></p> <ul style="list-style-type: none"> • Types of Information Systems. • Main characteristics of transaction processing systems; management information systems; executive information systems; enterprise resource planning systems and customer relationship management systems. • Characteristics (volume, velocity, variety, veracity and value) of big data. • Big data pyramid (data, information, knowledge, wisdom). • Explain the uses and benefits, challenges and risks of big data, data mining and data analytics, e.g. predictive analytics for planning, costing, decision-making and performance management. <p>B. Specialist cost and management accounting techniques</p> <p><u>Activity-based costing</u></p> <ul style="list-style-type: none"> • Identifying Cost Drivers. • Calculating costs per driver and per unit. • Comparing ABC and Traditional Methods of Overhead Absorption. 		

Target costing

- Deriving a Target Cost.
- Target Costing in Service Industries.
- Closing a Target Cost Gap.

Life-cycle costing

- Identifying the Costs at different stages of the Life Cycle.
- Benefits of Life Cycle Costing.

Throughput accounting

- Theory of constraints.
- Calculating and Interpreting a throughput accounting ratio (TPAR).
- Improving a TPAR.
- Throughput Accounting in Multi-Product situations.

Environmental accounting

- Management of Environmental Costs.
- Accounting and controlling Environmental Costs.

C. Decision-making techniques

Relevant cost analysis

- Concept of Relevant Costing.
- Relevant cost of Materials.
- Relevant cost of Labor.

Cost volume profit (CVP) analysis

- CVP Analysis.
- Break-Even Point and Margin of Safety.
- Single and Multi-Product Situations: Contribution to Sales Ratio.
- Single and Multi-Product Situations: Target Profit or Revenue.
- Break-Even Charts and Profit Volume.
- Limitations of CVP Analysis for Planning and Decision Making.

Limiting factors

- Limiting Factors in a Scarce Resource Situation.

	<ul style="list-style-type: none"> • Determining the Optimal Production Plan regarding a single limiting factor. • Formulating and Solving Multiple Scarce Resource Problems. • Shadow Prices (Dual Prices). • Slack and its Implications for Decision-Making and Performance Management. <p><u>Pricing decisions</u></p> <ul style="list-style-type: none"> • Factors Influencing Pricing. • Price Elasticity of Demand. • The Straight-Line Demand Equation. • The Optimum Selling Price and Quantity. • Evaluating a Decision to increase Production and Sales. • Different Price Strategies. <p><u>Make-or-buy and other short-term decisions</u></p> <ul style="list-style-type: none"> • Outsourcing. • Make or Buy Decisions. • Close or Continue. <p><u>Dealing with risk and uncertainty in decision-making</u></p> <ul style="list-style-type: none"> • Research Techniques to Reduce Uncertainty. • The Use of Simulation, Expected Values and Sensitivity. • Applying Expected Values and Sensitivity to Decision-Making Problems. • Maximax, Maximin and Minimax Regret. • Decision Trees. <p>The Value of Perfect and Imperfect Information.</p>
<p>Teaching Methodology</p>	<ul style="list-style-type: none"> • Working on problem-solving scenarios. • Solving unstructured questions and case studies. • In-class discussions and participation. • Writing and reply on objective type questions.

	<ul style="list-style-type: none"> • Brief oral presentation before starting a new chapter and reply to queries from students. • Homework for revision purposes. • Interaction and collaborative learning. • Video Watching. 								
Bibliography	<p><u>Essential Reading:</u> ICAEW (2021). <u>Management Information Study Manual and Question Bank 2020.</u></p> <p><u>Recommended Reading:</u> BPP Learning Media. <u>ACCA Approved Performance Management Workbook and Practice & Revision Kit.</u></p> <p>CFA Program Curriculum 2020 Level I, Wiley: Technical Analysis (Reading 27).</p>								
Assessment	<table> <tr> <td>Participation</td> <td>10%</td> </tr> <tr> <td>Midterm Exam</td> <td>20%</td> </tr> <tr> <td>Assignment</td> <td>10%</td> </tr> <tr> <td>Final Exam</td> <td>60%</td> </tr> </table>	Participation	10%	Midterm Exam	20%	Assignment	10%	Final Exam	60%
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Language	English								