

ACADEMIC SERVICES

MODULE SPECIFICATION

Part 1: Basic Data					
Module Title	Performance Measurement and Management				
Module Code	UMACRQ-15-M		Level	M	Version 2
UWE Credit Rating	15	ECTS Credit Rating	7.5	WBL module?	No
Owning Faculty	FBL		Field	Accounting and Finance	
Department	Accounting, Economics and Finance		Module Type	Standard	
Contributes towards	MSc Accounting and Financial Management				
Pre-requisites	None		Co- requisites	None	
Excluded Combinations	None		Module Entry requirements	na	
First CAP Approval Date	26 March 2015		Valid from	September 2015	
Revision CAP Approval Date			Revised with effect from		

Review Date	September 2021
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Part 2: Learning and Teaching	
Learning Outcomes	<p>On completion of the module a student should typically be able to:</p> <ul style="list-style-type: none"> • explain the relationships between corporate goals, competitive strategy, critical success factors and key performance indicators (A&B) • explain the way that the total cost of an organisation can be analysed into numerous overlapping dimensions useful for different purposes, and the meaning and potential applications of a range of cost concepts (A&B) • discuss and critically evaluate conventional absorption costing, activity based, and variable costing systems (A&B) • apply volume based and activity based costing systems to derive useful information about a range of 'cost objects' including units, batches, customers, product lines, time periods and geographic or organisational units (A&B) • apply regression analysis, learning curve and other techniques to estimate and forecast costs (A&B) • identify and utilise relationships between profit behaviour and volume and other 'cost drivers' to obtain optimal solutions in a range of circumstances (A) • distinguish between relevant and irrelevant costs and benefits to arrive at optimal decisions; to include applying limiting factor analysis and linear programming to solve for optimal solutions in constrained situations (A&B) • explain the scope and concepts of strategic management accounting (A&B) • calculate and interpret a range of material, labour, overhead and sales variances and reconcile budgeted to actual performance and discuss the behavioural

	<p>implications of applying standard costing (A)</p> <ul style="list-style-type: none"> • explain the role of performance measurement in controlling and motivating decentralised operations (A&B) • identify controllable and uncontrollable costs in the context of responsibility accounting and explain the rationale behind the allocation of indirect costs (A&B) • identify and discuss the issues concerned with choosing appropriate transfer pricing policies (A&B)
Syllabus Outline	<ul style="list-style-type: none"> • Corporate goals and the objectives of mgt accounting systems • Cost concepts and cost behaviour • Volume-based costing systems • Activity-based costing • Cost estimation and prediction, including regression and learning curve • Profit behaviour relative to volume and other cost drivers • Relevant costs for short term decision making including the treatment of limiting factors, optimising and linear programming • Strategic management accounting including customer profitability measurement & strategic cost management • The roles of costs in budgets, standard costing. • Standard costing and variance analysis • Performance evaluation in decentralised organisations including balanced scorecard. • Transfer pricing
Contact Hours	36 hours: 3 hours x 12 weeks
Teaching and Learning Methods	<p>The emphasis is on the student taking responsibility for his/her own learning with support from a variety of resources. Lectures are not principally for transmission of knowledge but rather intended to guide reading and stimulate interest. Seminars will provide students with the opportunity to exchange views, formulate arguments, articulate uncertainties, explore topics and apply what they have learnt to hypothetical problems.</p> <p>Central to teaching and learning at M level is the high level of critical discourse in contact sessions and assessed work. A participative ethos allows the contribution of both staff and students to be valued in the exploration and evaluation of theory and its application to problem solving in case and real organisational contexts. This approach requires the ability to define, obtain, rigorously analyse and evaluate information quickly and communicate relevant conclusions and recommendations to colleagues and professional and academic audiences in a range of formats.</p> <p>It is stressed that this is an intensive 15 credit module which carries an expectation of 150 hours of student input – only 36 of which are scheduled. So students are expected to commit significant time and effort outside formal sessions to textbook and journal reading as well as to tackling and reviewing problems.</p> <p>Students will be actively encouraged to make themselves familiar with the study skills web pages and in particular to read widely around the subject matter. Active use will be made of the Blackboard facilities.</p>
Key Information Sets Information	<p>Key Information Sets (KIS) are produced at programme level for all programmes that this module contributes to, which is a requirement set by HESA/HEFCE. KIS are comparable sets of standardised information about undergraduate courses allowing prospective students to compare and contrast between programmes they are interested in applying for.</p>

Key Information Set - Module data				
Number of credits for this module				
				15
Hours to be allocated	Scheduled learning and teaching study hours	Independent study hours	Placement study hours	Allocated Hours
150	36	114	0	150



The table below indicates as a percentage the total assessment of the module which constitutes a -

Written Exam: Unseen written exam, open book written exam, In-class test

Coursework: Written assignment or essay, report, dissertation, portfolio, project

Practical Exam: Oral Assessment and/or presentation, practical skills assessment, practical exam

Please note that this is the total of various types of assessment and will not necessarily reflect the component and module weightings in the Assessment section of this module description:

Total assessment of the module:		
Written exam assessment percentage		70%
Coursework assessment percentage		30%
		100%

Reading Strategy

The core text is:

Drury, C. (2012), *Management and Cost Accounting*, 8th edition, isbn 978-1-4080-4180-2.

Students will be expected to purchase the core text. It is likely that the textbook will change from year to year so students should check with the module leader or current year module handbook before buying. Other required reading will be provided either in a module resource pack or will be electronically retrievable via Blackboard or from the library directly.

Further reading will be required to supplement the set textbook. The purpose of this further reading is to ensure students are familiar with current research, classic works, and material specific to their interests from the academic – often journal – literature. Suggested further reading by topic will be indicated in the module outline provided at the start of the module. However students are also expected to employ their own initiative and discretion in selecting appropriate further reading that will support their study. It is expected that students will engage with the academic journal literature on this subject, and as such are likely to use articles from some of the following indicative academic journals in their further reading: *Journal of Cost Management*, *Financial Management*, *Management Accounting Research*, *Journal of Management Accounting Research*, *Harvard Business Review*. Access to all these publications is available through the library, and most are available electronically.

- Students will be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a range of electronic journals and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to

	<p>subject relevant resources and services, and to the library catalogue. Many resources can be accessed remotely. Students will be presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources effectively.</p> <ul style="list-style-type: none"> This module is supported by Blackboard, where students will be able to find all necessary module documentation, to include guidance on Further Reading within the module handbook/outline. Direct links to information resources will also be provided from within Blackboard.
Indicative Reading List	<p>Indicative reading list</p> <p>To supplement the guidance on reading given above, the following list is offered to provide students, potential students, validation panels and accrediting bodies with an indication of the type and level of information that those enrolled on the module may consult. As such, its currency will wane during the life span of the module specification. However, as indicated above, current advice on readings will be available via other more frequently updated mechanisms. All the following books can be found in the UWE library.</p> <p>Atrill and McLaney, (2007), <i>Management Accounting for Decision Makers</i>, 5th edition, FT Prentice Hall</p> <p>Horngren, Datar, and Rajan (2012) <i>Cost Accounting: A managerial emphasis</i> (14th Edition), Prentice Hall.</p>

Part 3: Assessment	
Assessment Strategy	<p>The assessment strategy is designed to assess the full range of learning outcomes and to encourage active engagement by students.</p> <p>Assessment will consist of a combination of a 2 hour end of module examination and a 2,500 word coursework assignment, weighted 70% and 30% respectively. Both forms of assessment address the knowledge and understanding learning outcomes; the coursework develops and assesses a range of learning outcomes but with particular emphasis on the transferable skills, while the examination emphasizes, in particular, the cognitive and subject specific skills.</p> <p>Formative feedback will be provided on non-assessed group work assignments and individual practical problems that students will be expected to attempt most weeks.</p> <p>The assessment criteria for the coursework assignment (and how they relate to the stated learning outcomes) will be communicated to students when they are notified of the topic</p>

Identify final assessment component and element	Component A	
% weighting between components A and B (Standard modules only)	A:	B:
	70%	30%
First Sit		
Component A (controlled conditions) Description of each element	Element weighting (as % of component)	

1. Exam (2 hours)	100%
Component B Description of each element	Element weighting (as % of component)
1. Assignment (2,500 words)	100%

Resit (further attendance at taught classes is not required)	
Component A (controlled conditions) Description of each element	Element weighting (as % of component)
1. Exam (2 hours)	100%
Component B Description of each element	Element weighting (as % of component)
1. Assignment (2,500 words)	100%
If a student is permitted a retake of the module under the University Regulations and Procedures, the assessment will be that indicated by the Module Description at the time that retake commences.	