

COURSE SPECIFICATION DOCUMENT

Academic School / Department:	Richmond Business School
Programme:	Accounting and Finance
FHEQ Level:	5
Course Title:	Performance Management
Course Code:	ACCT 5103
Total Hours:	160 (Lev 3-5) (4 US Credit)
Timetabled Hours:	45
Guided Learning Hours:	15
Independent Learning Hours:	100
Credit	16 UK CATS credits 8 ECTS credits 4 US credits

Course Description:

The course builds on the principles covered in managerial accounting and develops knowledge and skills in the application of management accounting techniques to quantitative and qualitative information for planning, decision-making, performance evaluation and control within an organisation.

Prerequisites:

ACCT 4101 Managerial Accounting AND 40 Credits

Aims and Objectives:

The course aims to equip students with knowledge and skills in managerial accounting techniques used for planning, decision-making, performance evaluation, and control. The course syllabus covers various topics, beginning with the uses and control of information, management information systems, and data analytics. The syllabus then explores specialised costing and management accounting topics, decision-making, and budgeting techniques, including analytical and behavioural aspects.

The importance of financial and non-financial performance measures in management is emphasised, along with the difficulties of assessing performance in divisionalised businesses and external influences on performance. The course also covers standard costing and variances, mix and yield variances, planning and operational variances, and performance measurement and control. The course is relevant to private, public, and not-for-profit contexts.

Programme Outcomes:

Course Learning Outcome	Key Programme Outcome
1. Recognise and discuss the management information systems organisations use to manage and measure performance and the controls over information and big data and data analytics that are implemented.	A 5 (ii)
2. Apply cost and managerial accounting techniques and explain how they are used.	B 5 (i) (ii)
3. Choose and apply decision-making techniques to aid in making business decisions, considering the risks and uncertainties of business operations, and promoting the efficient use of limited resources.	C 5 (i)
4. Apply suitable budgeting techniques, including quantitative methods, to plan and manage business activities and use standard costing systems to measure and control business performance and to identify corrective action.	B 5 (i) (ii)
5. Evaluate the performance of private, public, and not-for-profit organisations, considering financial and non-financial factors, recognising the challenges of managing divisionalised businesses, and considering sustainability and external factors.	D 5 (ii)

A detailed list of the programme outcomes are found in the Programme Specification. This is located at the archive maintained by Registry and found at:

<https://www.richmond.ac.uk/programme-and-course-specifications/>

Learning Outcomes:

By the end of this course, successful students should be able to:

1. Recognise and discuss the management information systems organisations use to manage and measure performance and the controls over information and big data and data analytics that are implemented.
2. Apply cost and managerial accounting techniques and explain how they are used.
3. Choose and apply decision-making techniques to aid in making business decisions, considering the risks and uncertainties of business operations, and promoting the efficient use of limited resources.
4. Apply suitable budgeting techniques, including quantitative methods, to plan and manage business activities and use standard costing systems to measure and control business performance and to identify corrective action.
5. Evaluate the performance of private, public, and not-for-profit organisations, considering financial and non-financial factors, recognising the challenges of managing divisionalised businesses, and considering sustainability and external factors.

Indicative Content:

- **Management information systems** and data analytics
- **Costing systems** include activity-based costing, target costing, life cycle costing, throughput accounting and environmental accounting.
- **Decision-making techniques** include cost volume profit (CVP) analysis, limiting factor analysis, pricing decisions, short-term decisions, risk and uncertainty.
- The **budgeting and control** part includes budgetary systems, quantitative analysis in budgeting, budgeting and standard costing, variance analysis, planning and operational variances, performance analysis and behavioural aspects.
- **Performance measurement and control** includes performance management information systems, sources of management information and management reports, performance measurement in private sector organisations, divisional performance, and transfer pricing.

Assessment:

Student performance on midterm and final exams will make up the final grade based on the following weightings:

Midterm exam (one hour)	40%
Final exam (two hours)	60%

This course conforms to the University Assessment Norms approved at Academic Board and located at: <https://www.richmond.ac.uk/university-policies/>

Teaching Methodology:

This course will be delivered face to face through a combination of lectures and interactive sessions. In addition to classroom activities, there are guided learning elements that are tutor led and arranged through Blackboard. These activities can be asynchronous online sessions, flipped classrooms, set readings with discussion boards or set guest lectures for example. Set activities are monitored by the instructor to ascertain student engagement. Students are encouraged to prepare for class and to play an active part, to raise questions, following-up ideas and interact with a wide range of provided material.

Indicative Text(s):

BPP Learning Media (2024) *ACCA Performance Management: Coursebook*. London: BPP Learning Media.

Recommended Reading:

Bhimani, A., Horngren, C.T., Datar, S.M. and Rajan, M.V. (2023) *Management and cost accounting*. 8th edn. Hoboken, NJ: Pearson.

Brealey, R.A. and Myers, S.C. (2023) *Principles of Corporate Finance*. 14th edn. New York: McGraw-Hill.

Drury, C. (2021) *Management and Cost Accounting*. 11th edn. Andover: Cengage Learning.

Groot, T. and Selto, F. (2013) *Advanced Management Accounting*. Harlow: Pearson Education.

Kaplan Publishing (2024) *CIMA Advanced Management Accounting (P2) Study Text*. Berkshire: Kaplan Publishing.

Kaplan, R.S. and Norton, D.P. (1996) *Translating Strategy into Action: The Balanced Scorecard*. Boston, MA: Harvard Business School Press.

Merchant, K.A. and Van der Stede, W.A. (2023) *Management Control Systems: Performance Measurement, Evaluation and Incentives*. 5th edn. Harlow: Pearson.

Journals

Management Accounting Research.

Journal of Management Accounting Research.

Websites

AICPA and CIMA. Available at: www.cimaglobal.com (Accessed: November 2024).

Association of Chartered Certified Accountants (ACCA). Available at: www.accaglobal.com (Accessed: November 2024).

Institute of Chartered Accountants in England and Wales. Available at: www.icaew.com (Accessed: November 2024).

International Federation of Accountants. Available at: www.ifac.org (Accessed: November 2024).

Financial Reporting Council. Available at: www.frc.org.uk (Accessed: November 2024).

See syllabus for complete reading list.

Change Log for this CSD:

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Registry Services
First Edition	Nov 2024	