



UNIVERSITAS INDONESIA
 FACULTY OF ECONOMICS AND BUSINESS
 DEPARTMENT OF ACCOUNTING
 UNDERGRADUATE PROGRAM

SYLLABUS
AKUNTANSI MANAJEMEN (MANAGEMENT ACCOUNTING)
ECAU 602103
Even Semester 2018/2019

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Subject Code	ECAU602103
Subject Title	Management Accounting
Credit Value	3
Year	2
Pre-requisite/ Co-requisite/ Exclusion	Cost Accounting (ECAU 602103)
Role and Purposes	This course is part of management accounting cluster, which consist of Cost Accounting and Management Accounting. This course is aimed to provide techniques to support management decision making, including in product costing, variance analysis, inventory management, and budgeting and forecasting. Discussion in this course includes inventory costing, cost-volume-profit analysis, master budget, variance analysis, management control system, performance measurement, strategy and balanced scorecards, decision making and relevant information, pricing decision, and the theory of constraints.
Subject Learning Outcomes	Upon completion of the subject, students are able to achieve the following objectives: <ol style="list-style-type: none"> 1. Apply techniques and/or prepare reports to support management decision making, including: <ol style="list-style-type: none"> a. Product costing (T1a) b. Planning, budgeting, and forecasting (T1b) c. Variance analysis (T1c) d. Cost management (T1d) 2. Analyze financial and non-financial data to provide relevant information for management decision making. (T3) 3. Evaluate the performance of products and business segments. (T4)

Subject Synopsis/ Indicative Syllabus	Week #	List of Topic& Detailed Learning Objectives	LO	Required Reading& Exercises
	1	Inventory Costing 1. Identify what distinguishes variable costing from absorption costing 2. Compute income under variable costing and absorption costing, and explain the difference in income 3. Understand how absorption costing can provide undesirable incentives for managers to build up inventory	T1a	HDR: Ch 9 Exercise 9-21; 9-22
	2	Cost-Volume-Profit Analysis 1. Explain the features of Cost-Volume-Profit Analysis 2. Determine the breakeven point and output level needed to achieve a target operating income 3. Understand how income taxes affect CVP analysis 4. Explain how managers use CVP analysis to make decisions 5. Explain how sensitivity analysis helps managers cope with uncertainty 6. Use CVP analysis to plan variable and fixed costs 7. Apply CVP analysis to a company producing multiple products	T1b	HDR: Ch 3 Exercise 3-23; 3-28
	3&4	Master Budget and Responsibility Accounting 1. Describe the master budget and explain its benefits 2. Describe the advantages of budget 3. Prepare the operating budget and its supporting schedules 4. Use computer-based financial planning models for sensitivity analysis 5. Describe responsibility centers and responsibility accounting 6. Recognize the human aspects of budgeting 7. Cash budget	T1b	HDR: Ch 6& Appendix Problem 6-35; 6-36
	5	Flexible Budget, Direct-Cost Variances, and Management Control 1. Understand static budgets and static-budget variances 2. Examine the concept of a flexible budget and learn how to develop it 3. Calculate flexible budget variance and sales volume variance 4. Explain why standard costs are often used in	T1b T1c	HDR: Ch 7 Problem 7-31

		<p>variance analysis</p> <ol style="list-style-type: none"> 5. Compute price variances and efficiency variances for direct-cost categories 6. Understand how managers use variances 7. Describe benchmarking and explain its role in cost management 		
	6	<p>Flexible Budget, Overhead Cost Variances, and Management Control</p> <ol style="list-style-type: none"> 1. Explain the similarities and differences in planning variable overhead costs and fixed overhead costs 2. Develop budgeted variable overhead costs rates and budgeted fixed overhead costs rates 3. Compute the variable overhead flexible-budget variance, the variable overhead efficiency variance and variable overhead spending variance 4. Compute the fixed overhead flexible-budget variance, fixed overhead spending variance and fixed overhead production-volume variance 5. Show how the 4-variances analysis approach reconcile the actual overhead incurred with the overhead amounts allocated during the period 6. Explain the relationship between the sales-volume variances and the production-volume variance 	T1b T1c	HDR: Ch 8 Exercise 8-23
	7	<p>Sales Variances:</p> <p>Subdivide the sales-volume variance into the sales-mix variance and the sales quantity variance and the sales-quantity variance into the market-share variance and the market-size variance</p>	T1c	HDR: Ch 14 Exercise 14-23
	8&9	<p>Decision Making and Relevant Information</p> <ol style="list-style-type: none"> 1. Use the five-step decision making process 2. Distinguish relevant from irrelevant information in decisions situations 3. Explain the concept of opportunity costs and why managers should consider it when making insourcing-versus-outsourcing decisions 4. Know how to choose which products to produce when there are capacity constraints 5. Explain how to manage bottlenecks 6. Discuss the factors managers must consider when adding or dropping customers or business units 7. Explain how conflicts can arise between the decision model a manager uses and the performance evaluation model top management 	T3 T1d	HDR: Ch 11 Exercise 11-19; 11-20; 11-24

		uses to evaluate managers		
	10	<p>Pricing Decision and Cost Management</p> <ol style="list-style-type: none"> 1. Discuss the three major factors that affect pricing decisions 2. Understand how companies make long-run pricing decisions using market based and cost-based approach 3. Price products using the target-costing approach 4. Apply the concepts of cost incurrence and locked-in costs 5. Use life-cycle budgeting and costing when making pricing decisions 6. Describe two pricing practices in which non-cost factors are important 	T1d	<p>HDR: Ch 13</p> <p>Exercise 13-18</p>
	11&12	<p>Management Control System & Transfer Pricing</p> <ol style="list-style-type: none"> 1. Describe a management control system and its three key properties 2. Describe the benefits and costs of decentralization 3. Explain transfer prices and the four criteria managers use to evaluate them 4. Calculate transfer price using three methods 5. Illustrate how market-based transfer price promote goal congruence in perfectly competitive market 6. Understand how to avoid making suboptimal decision when transfer prices are based on full cost plus a mark-up 7. Describe the range of feasible transfer prices when there is unused capacity and alternative methods for arriving at the eventual hybrid price 8. Apply a general guideline for determining a minimum transfer price 	T4	<p>HDR: Ch 22</p> <p>Exercise 22-21</p>
	13	<p>Performance Evaluation</p> <ol style="list-style-type: none"> 1. Examine accounting-based measures for evaluating a business unit's performance, including Return on Investment (ROI), Residual Income (RI), and Economic Value Added (EVA) 2. Analyze the key measurement choices in the design of each performance measures 3. Understand the roles of salaries and incentives when rewarding managers 		<p>HDR Ch 23</p> <p>Exercise 23-20</p>
	14	<p>Balanced Scorecards:</p> <ol style="list-style-type: none"> 1. Understanding the four perspectives of the Balanced Scorecard 	T4	<p>HDR: Ch 12</p> <p>Exercise</p>

		2. Understanding the role of strategy map in Balance Scorecards		12-34																																						
Teaching/Learning Methodology	<p>Teaching method uses active lecturing and class discussions, in which students achieve the study objectives by discussing and completing related problems or cases under the guidance of lecturer. The problems and cases are taken from the text book and other sources.</p> <p>Students are also required to attend the tutorial sessions and practicum to improve their technical skill related to all topics in this subject. The students will be required by tutor to complete the problems, quizzes, and home works.</p> <p>The policy related to plagiarism, cheating, and attendance must refer to faculty regulation.</p>																																									
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Details of learning methods	<p>Choice of learning methods for this subject are:</p> <ol style="list-style-type: none"> Lecturing; Lecturing will be delivered mostly by the lecturer and a session of guest lecture (on 10th session). Small Group Discussion; Almost in all sessions, the students will participate in small group discussion. The discussion is designed to raise their curiosity as well as to solve some assignments 																																									
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Reading List and References	<p>Required Readings: Horngren, Charles T., Datar, Srikant M., danRajan, Madhav V., Cost Accounting: A Managerial Emphasis, 15th edition, Prentice-Hall (Pearson), 2015. (HDR)</p>																																									

Supplementary Readings:

1. Carter, W.K and, M.F. Usry, Cost Accounting: Planning and Control, 14th edition, South-Western College Publishing. (CU)
2. Hansen, D. R., and, M. M. Mowen, Managerial Accounting, 8th edition, South-Western Publishing Company, 2007. (MAHM)
3. Secokusumo, Thomas H., Recording Production Costs Using Standard Costs Approach, Modul Ajar AkuntansiBiaya, 2007.(THS)