



جامعة دبي
UNIVERSITY of DUBAI

COLLEGE OF BUSINESS ADMINISTRATION
MBA Course Syllabus
Semester:

Course code & No.: MFA 700
 Course Title: Advanced Cost & Managerial Accounting
 Prerequisites: 6 Core Courses
 Faculty Member:
 Contact Details: Email:; Phone:
 Class Hours: Time: Days: Room:
 Office Hours: Time: Days: Room:

Brief Course Description: (As in UD Catalog)

The course addresses advanced topics and the role of accounting techniques in helping management formulate and execute its strategy. Topics covered include the theoretical foundations of management accounting, accounting and shareholders' value, issues in activity-based costing, balanced scorecards, pricing decisions, theory of constraints, and strategic management accounting.

This course contributes to the following MBA MFA program concentration objectives (MBA MFA PCO):

MBA MFA PCO	*Objectives	Linked to MBA PO
1	Apply accounting and finance theories for analyzing business operations in these areas in the UAE.	5
2	Assess the usefulness of existing accounting and finance decision making tools and the potential for improving these tools in businesses in the UAE.	5
3	Use knowledge and skills developed to add value to the firms in the UAE/MENA region.	5

Course Objective (CO): This course has the following objectives:

1. **Develop** capacity to analyze and evaluate the use of Financial and non-financial measures for performance evaluation
2. **Develop** capacity to compare and evaluate reliability of cost allocation methods and resulting information for decision making
3. Develop capacity to use and evaluate accounting tools in helping management articulate the firm's strategy.

Course Learning Outcomes (CLO):

Upon completion of this course, students should be able to demonstrate the following outcomes:

1. **Critically evaluate** the theoretical foundations of management accounting.
2. **Apply** financial and non-financial measures to managerial decisions and performance evaluation.
3. **Evaluate** the use of accounting techniques in strategy formulation and execution.
4. **Develop** capacity to synthesis and critique a sample of current journal articles related to role of accounting information in strategy formulation and decision making.

Blooms Taxonomy

(The following levels of Bloom's taxonomy have been used while developing the above CLO)

Bloom's level	3.Application (AP)	4. Analysis (AN)	5. Synthesis (S)	6.Evaluation (E)
CLO #	2	3	3,4	3,4

CLO Mapping: This table maps CLO's to: CO

CLO	Linked to CO	Linked to PCO	Linked to PO
1	1	2	5
2	1,2	1	5
3	3	3	5
4	3	3	5

CLO Assessment Scheme

CLO	Class Work (marks)		Final Exam (marks) 30%
	Case Assignment 35%	Group Project 35%	
1	15		7
2	10		7
3		10	7
4		15	9
Presentation	10	10	
Total	35	35	30

Each MBA course is assessed by a combination of class work (assignments/ quizzes, group work, simulations), and an examination. Class work constitutes 70% of the course grade and one examination at the end constitutes 30% of the course grade. The minimum required cumulative grade point average for MBA is 3.00 out of 4.00. Each course grade is distributed as under:

% Marks	Grade	Quality Points
> 95	A	4.0
90-94	A-	3.7
87-89	B+	3.5
83-86	B	3.0
80-82	B-	2.7
Below 80	F (Fail)	0

Case Assignment

The instructor will assign a set of 9 cases from different sources with adaptation to the UAE/GCC environment. Two of these cases (1 & 3 which are adapted from the cases published by the Institute of Management Accounting in USA) will be used in class. The other seven-cases will be used as part of the individual and group assignments. Each individual case will deal with a management problem that may require data analysis, interpretation, and recommendation to management. Class discussion and presentation of two cases and readings will be required. The rubrics for each case will be handed out in the first week of classes. Each student is expected to spend about 105 hours out-of-class time on readings, cases, and problem solving as follows:

Out-of-Class Time	
Assignments and Cases	Approximate Out-of-Class Time
Case # 1 (individual assignment)	10hours
Case # 2 (individual assignment)	10 hours
Cases # 3 and # 4 (Group assignments)	30 hours
Problem Solving	24 hours
Preparation for Presentation	3 hours
Readings (Journal articles, chapters and supplemental readings)	30 hours

Teaching Methods:

Teaching methods used in this course are Interactive learning, lectures, Case studies, and Problem Solving

Use of Modern Instructional Technology

Power-point, Internet, Audiovisual, Online Databases, and Moodle Learning System

Week	Topic	Contents	Assigned Readings
1	A Theoretical Framework for management Accounting	-Research and Theory in management accounting and control -Alternative paradigms -Culture, control and accounting Recent development in management accounting	Chapter 1 & 5
2	Accounting and its relation to shareholder value	-Capital and product markets -Value-based management -Shareholder value, strategy, and accounting -Regulatory environment in UAE -Risk, internal control and management accounting	Chapter 2
3	Cost allocation and Activity-Based Costing	-Traditional methods of accumulating costs -weaknesses of traditional methods of cost allocation -activity-based costing -Application	SR # 3 Case # 4
4	Statistical Approach to Predict Costs	-Identifying mixed costs in UAE/GCC industries -Use of regression technique (excel) to separate mixed costs -interpretation of the regression output and its use in predicting costs for decision making (e.g., bidding)	SR # 2 Case # 1(Dubai medical clinic)
5	Financial and non-financial measures of performance	-Financial measures of performance -evaluation of financial measures of performance -non-financial measures of performance -combining financial and non-financial measures of performance	Chapter 4 SR # 1 Case # 2
6	Use of Balanced Scorecards	-The idea of a balanced scorecard -Elements of a balanced scorecard -Building a balanced scorecard	Case 3 (Dubai Oil Company)
7	Pricing Decisions	-Cost-plus pricing -target rate of return pricing -Special pricing decisions -Transfer pricing -Alternative approaches to Pricing	Chapter 10 Case # 5 Retail stores PLC Case # 7
8	Operating decisions	-managing operations -cost of spare capacity -Theory of constraints -Total quality management -Environmental cost management	Chapter 11 Case # 6
9	Strategic Management Accounting	-Strategy formulation -Accounting techniques to support strategy formulation	Chapter 18 Case # 8
10	Strategic Management Accounting	-Evaluation of accounting techniques to support strategy formulation	Chapter 18 Case # 9
11	Final Examination		

Educational Resources

Educational Resource	Description
Text Book Required	Paul C. Collier, Accounting for Managers: Interpreting Accounting Information for Decision-making, 3 rd edition, John Wiley, 2009, ISBN: 978-0-470-77764-0
Journal Readings (JR)	The Instructor will assign selected articles from Journal of Accountancy, Management Accounting Quarterly, Advanced Management Accounting, and similar journals that can be accessed from the University digital library
Supplemental Readings(SR)	1.Non-Financial Performance Measurement and Management Practices in Manufacturing firms, Studies in Managerial and Financial Accounting, Vol. 17, by Ahmed Abdel-Maksoud and Magdy G. Abdel-Kader (editors), 2007, Elsevier, Chapter 5 2. Management Accounting, James Jiambalvo, 2007, John Wiley, Chapter 4 3.Accounting for Decision Making and Control, 6 th edition, by Jerry Zimmerman, (JZ), McGraw Hill, International Edition, 2008, Chapters 7 & 8