

# 《管理会计基础（全英）》课程教学大纲

Course Program for Management Accounting

## 一、课程基本信息

课程代码：21220383

课程名称：管理会计基础

英文名称：Management Accounting

课程类别：必修专业课

学时：48

学分：3

适用对象：2021 财务管理（中外联合培养项目班）

考核方式：考试

先修课程：财务会计基础

## 二、课程简介

管理会计是一个旨在为管理者提供会计的领域提供财务信息，帮助他们做出决策并保持对他们的有效控制组织。本课程向学生介绍业务经理的内部会计。本课程涉及适当使用会计数据以协助规划和控制企业的活动并衡量其产出的成本。管理会计是提高管理者进行有效经济决策能力的重要工具。课程目标是让学生对管理会计相关概念和技术有一个很好的理解。这些问题将被解释快速变化的全球市场的背景。

Managerial accounting is the field of accounting aimed at providing managers with financial information to help them make decisions and maintain effective control of their organizations. This course introduces the student to the internal accounting for business managers. Management Accounting is an essential tool that enhances a manager's ability to make effective economic decisions. The course objective is to give students a good understanding about the concepts and techniques of management accounting. These issues will be explained against the background of a fast-changing global market.

## 三、课程性质与教学目的

本课程涉及适当使用会计数据以协助规划和控制企业的活动并衡量其产出的成本。本课程将考虑几个主题领域：产品成本和成本行为、预算和利润规划、灵活的预算和绩效分析、成本控制、资本预算决策和陈述分析。学生完成管理会计的学习后应该：

(1) 对管理会计概念有基本的了解；(2) 了解管理会计与财务会计有哪些区别，以及管理会计师自身所扮演的角色；(3) 能够准备决策过程中使用的相关报告，并了解现金流量表的一般原则；(4) 了解如何运用会计信息来进行企业经营决策，并针对相关决策进行有效沟通。

This course is concerned with the appropriate use of accounting data to assist in the planning and control of the activities of enterprises and to measure the cost of their outputs. The course will consider several subject areas: product costing and cost behaviors, budgeting and profit planning, flexible budgets and performance analysis, cost control, capital budgeting decisions, and statement analysis. Students completing managerial accounting should: (1) Develop a basic understanding of managerial accounting concepts. (2) Understand how managerial accounting differs from financial accounting and the role of the management accountant. (3) Be able to prepare reports and schedules used in the decision-making process and understand the general principles of the cash flow statement. (4) Understand how accounting information is used to make and communicate management decisions needed to run the entity.

在督促学生掌握相关专业理论和知识的同时，拟针对本门课程的相应特点对学生开展思政教育。拟将中国特色社会主义的理想信念与国际通行的专业理论相结合，引导学生以历史的、全面的、客观的，批判性的视角认识和理解相关理论，并力求在此基础上有所创新，使相关理论和知识为我所用，适应社会主义市场经济的发展要求。

#### 四、教学内容及要求

##### **Chapter 15: Introduction to management accounting**

###### (一) 目的与要求

1. Explain the nature and importance of management accounting.
2. Outline the relationship between financial accounting and management accounting.
3. Explain the main branches of cost accounting and decision making.
4. Discuss cost minimisation and revenue maximisation.
5. Understand some of the major terms used in management accounting.

## (二) 教学内容

### 1. 主要内容

- (1) Management accounting is the provision of accounting information to management to help with costing, with planning, control and performance and with decision making.
- (2) Whereas the main focus of financial accounting is external, management accounting is internally focused.
- (3) Management accounting has its origins in costing; however, nowadays costing is less important as new areas such as strategic management accounting develop.
- (4) Management accounting can be broadly divided into cost accounting (costing; planning, control and performance) and decision making (short-term and long-term).
- (5) Costing consists of recovering costs for pricing and for the valuation of inventory.
- (6) Planning, control and performance are concerned with planning and controlling future costs using budgeting and standard costing as well as evaluating performance.
- (7) Decision making involves short-term decision making, strategic management accounting, capital budgeting and sources of finance.
- (8) Traditionally, management accounting has been criticised for focusing on minimising costs rather than maximising revenue.
- (9) Increasingly, management accounting is making use of digital technology and sophisticated software applications.

### 2. 基本概念和知识点

- (1) Introduction to Management Accounting
- (2) Relationship with Financial Accounting
- (3) Cost Minimisation and Revenue Maximisation
- (4) Changing Nature of Management Accounting

## (三) 思考与实践

思考题:

- Q1** What are the main branches of management accounting and what are their main functions?
- Q2** Why do you think that management accounting has been so keen to lose its costing image?
- Q3** What are the following types of cost and why are they important?

- (a) Direct cost
- (b) Indirect cost
- (c) Fixed cost
- (d) Variable cost
- (e) Standard cost

- Q4** The management accountant has been described as a professional with a toolkit of techniques. How fair a description do you think this is?
- Q5** Why have management accountants been criticised for being cost minimisers and how might they be revenue maximisers?
- Q6** State whether the following statements are true or false. If false explain why.
- (a) The two main branches of management accounting are cost accounting and decision making.
  - (b) Total absorption costing is where all the overheads incurred by a company are recovered in the valuation of inventory.
  - (c) The difference between absorption costing and marginal costing as a form of costing for inventory valuation is that absorption costing includes direct materials, direct labour and all production overheads. By contrast, marginal costing only includes direct materials, direct labour and all variable production overheads. Marginal costing, therefore, excludes fixed production overheads.
  - (d) Strategic management accounting is concerned principally with short-term operational decisions.
  - (e) Discounted cash flow discounts the future expected cash flows of a project back to their present-day monetary values.

(四) 教学方法与手段  
采用讲练结合的方式进行。

(五) 思政教学元素  
结合管理会计的计划、控制、决策职能，引导学生认识和了解发展社会主义市场经济过程中科学计划，精准决策的重要意义。

## Chapter 16: Costing

(一) 目的与要求

1. Explain the nature and importance of costing.

2. Discuss the process of traditional costing.
3. Understand the nature of activity-based costing.
4. Distinguish between different costing systems.
5. Discuss target costing.

## (二) 教学内容

### 1. 主要内容

- (1) Costing is a subset of cost accounting and is used as a basis for inventory valuation and for cost-plus pricing.
- (2) There are direct costs and indirect costs or overheads.
- (3) The six stages in traditional cost recovery are:
  - (i) recording costs
  - (ii) classifying costs
  - (iii) allocating indirect costs to departments
  - (iv) reapportioning costs from service to productive departments
  - (v) calculating an overhead recovery rate, and
  - (vi) absorbing costs into products and services.
- (4) Activity-based costing is a sophisticated version of cost recovery which uses cost allocation drivers based on activities to allocate costs.
- (5) Different industries have different costing methods such as job costing, batch costing, standard costing, contract costing, process costing and service costing.
- (6) Non-production overheads are included in cost-plus pricing, but not in inventory valuation.
- (7) In inventory valuation, either all production costs (absorption costing) or only variable production costs (marginal costing) can be allocated.
- (8) Target costing, developed by the Japanese, is based on market prices and set at the pre-production stage.
- (9) Companies in trouble often cut costs, such as labour costs, in order to improve their profitability.

### 2. 基本概念和知识点

- (1) Importance of Cost Accounting
- (2) Traditional Costing
- (3) Activity-Based Costing
- (4) Costing for Inventory Valuation

(5) Different Costing Methods for Different Industries

(6) Target Costing, Cost-Cutting

(三) 思考与实践

思考题：

**Q1** What is costing and why is it important?

**Q2** Compare and contrast the traditional and the more modern activity-based approaches to costing.

**Q3** Overhead recovery is the most difficult part of cost recovery. Discuss.

**Q4** Target costing combines the advantages of both market pricing and cost-plus pricing. Discuss.

**Q5** State whether the following statements are true or false. If false, explain why.

(a) A cost is an actual past expenditure.

(b) When recovering costs for pricing we use total absorption costing. However, for inventory valuation we use absorption costing or marginal costing.

(c) When using traditional total absorption costing it is important to identify activity cost drivers.

(d) In process costing if we had 100 units that were 50% complete this would equal 50 equivalent units.

(e) In inventory valuation, marginal costing is normally used in valuing inventory in financial reporting.

(四) 教学方法与手段

采用讲练结合的方式进行。

(五) 思政教学元素

结合管理会计的成本核算功能，引导学生认识和了解建设中国特色社会主义过程中（尤其是新冠疫情防控过程中）党和人民付出的巨大社会、经济成本；如今的大好局面来之不易，值得珍惜。

**Chapter 17: Planning, control and performance: Budgeting**

(一) 目的与要求

1. Explain the nature and importance of budgeting.
2. Outline the most important budgets.
3. Prepare the major budgets and a master budget.
4. Discuss the behavioural implications of budgets.

## (二) 教学内容

### 1. 主要内容

- (1) The two major branches of cost accounting are costing, and planning, control and performance.
- (2) Budgeting is a key element of planning, control and performance.
- (3) Budgets are ways of turning a firm's strategic objectives into practical reality.
- (4) Most businesses prepare, at the minimum, a cash budget.
- (5) Large businesses may also prepare a revenue, a trade receivables and a trade payables budget.
- (6) Manufacturing businesses may prepare a raw materials, a production cost and a finished goods budget.
- (7) Individual budgets fit into a budgeted income statement and a budgeted statement of financial position.
- (8) Budgeting has behavioural implications for the motivation of employees.
- (9) Some behavioural aspects of budgets are spending to budget, padding the budget and creative budgeting.
- (10) Responsibility accounting may involve budget centres and performance measurement.

### 2. 基本概念和知识点

- (1) Importance of Cost Accounting
- (2) Traditional Costing
- (3) Activity-Based Costing
- (4) Costing for Inventory Valuation
- (5) Different Costing Methods for Different Industries
- (6) Target Costing, Cost-Cutting

## (三) 思考与实践

思考题：

**Q1** What are the advantages and disadvantages of budgeting?

**Q2** Why do some people think that the cash budget is the most important budget? Do you agree?

**Q3** The behavioural aspects of budgeting are often overlooked, but are extremely important. Do you agree?

**Q4** State whether the following statements are true or false? If false, explain why.

**(a)** The four main aspects of budgets are planning, coordinating, control and motivation.

**(b)** The commonest limiting factor in the budgeting process is production.

**(c)** A master budget is formed by feeding in the results from all the other budgets.

**(d)** Depreciation is commonly found in a cash budget.

**(e)** Spending to budget, padding the budget and creative budgeting are all common behavioural responses to budgeting.

(四) 教学方法与手段

采用讲练结合的方式进行。

(五) 思政教学元素

结合管理会计的预算编制内容，引导学生比较世界各主要国家（尤其是美国）的军费预算开支，对所谓“中国威胁论”保持清醒冷静的批判态度。

## Chapter 18: Planning, control and performance: Standard costing

(一) 目的与要求

1. Explain the nature and importance of standard costing.
2. Outline the most important variances.
3. Calculate variances and prepare a standard costing operating statement.
4. Interpret the variances.

(二) 教学内容

1. 主要内容

(1) Costing, and planning, control and performance are the two main branches of cost accounting.



- (2) Standard costing, along with budgeting, is one of the key aspects of planning, control and performance.
- (3) Standard costing is a sophisticated form of budgeting based on predetermined costs for cost elements such as direct labour or direct materials.
- (4) There are sales and cost variances.
- (5) Variances are deviations of the actual results from the standard results.
- (6) Standard cost variances can be divided into quantity variances and price variances.
- (7) There are direct materials, direct labour, variable overheads and fixed overheads cost variances.
- (8) Standard cost variances are investigated to see why they have occurred.

## 2. 基本概念和知识点

- (1) Nature of Standard Costing
- (2) Standard Cost Variances
- (3) Interpretation of Variances

### (三) 思考与实践

思考题：

- Q1** ‘Setting the standards is the most difficult part of standard costing.’ What considerations should be taken into account when setting standards?
- Q2** ‘Standard costing is good for planning and control, but unless great care is taken can often be very demotivational.’ Discuss.
- Q3** Standard costing is more about control than motivation. Do you agree with this statement?
- Q4** ‘The key to standard setting is providing a good, fair initial set of standards.’ Discuss.
- Q5** State whether the following statements are true or false. If false, explain why.
- (a) Favourable cost variances are where actual costs are less than standard costs.
  - (b) Flexing the budget means adjusting the budget to take into account the actual prices incurred.
  - (c) Price and quantity variances are the main constituents of the overall cost variances.

(d) The direct materials price variance is: (standard price per unit of material – actual price per unit of material) × actual quantity of materials used.

(e) The direct labour quantity variance is: (standard price of labour hours for actual production – actual price of labour hours used) × standard labour price per hour.

(四) 教学方法与手段

采用讲练结合的方式进行。

(五) 思政教学元素

结合管理会计中企业层面预算和决算的比较，引导学生对世界多国政府财政严重超支，重大工程项目支出严重超出预算的现象进行分析，认清经济发展过程中缺乏必要的计划性所可能造成的严重后果，进而更加充分地理解中国特色社会主义市场经济的特殊优越性。

## Chapter 19: Short-term decision making

(一) 目的与要求

1. Explain the nature of short-term business decisions.
2. Understand the concept of contribution analysis.
3. Investigate some of the decisions for which contribution analysis is useful.
4. Draw up break-even charts and contribution graphs.

(二) 教学内容

1. 主要内容

(1) In business, decision making involves choosing between alternatives and involves looking forward, using relevant information and financial evaluation.

(2) Businesses face a range of short-term decisions such as how to maximise limited resources.

(3) It is useful to distinguish between costs that vary with production or sales (variable costs) and costs that do not (fixed costs).

(4) Revenue less variable costs equals contribution.

(5) Contribution less fixed costs equals net profit.

(6) Contribution and contribution per unit are useful when making short-term business decisions.

(7) Contribution analysis can help determine which products or services are most profitable, which are making losses, whether to buy externally rather than make internally and how to maximise the use of a limited resource.

(8) Throughput accounting attempts to remove bottlenecks from a production system; it treats direct labour and variable overheads as fixed.

(9) Break-even analysis shows the point at which a product makes neither a profit nor a loss.

(10) Both break-even charts and contribution graphs are useful ways of portraying business information.

## 2. 基本概念和知识点

(1) Decision Making

(2) Contribution Analysis

(3) Throughput Accounting

(4) Break-Even Analysis

(5) Contribution Graph

### (三) 思考与实践

思考题:

**Q1** Distinguish between fixed and variable costs. Why are fixed costs irrelevant when making a choice between certain alternatives such as whether to produce more of product A or of product B?

**Q2** What is contribution per unit and why is it so useful in short-term decision making?

**Q3** What are the strengths and weaknesses of break-even analysis?

**Q4** State whether the following statements are true or false? If false, explain why.

(a) Fixed costs are those that do not vary with long-term changes in the level of revenue or production.

(b) Contribution is revenue less variable costs.

(c) Break-even point is  $\frac{\text{Variable costs}}{\text{Contribution per unit}}$

(d) Contribution/revenue (sales) ratio is  $\frac{\text{Profit}}{\text{Revenue (Sales)}}$

(e) Non-financial items are not important in decision making.

(四) 教学方法与手段

采用讲练结合的方式进行。

(五) 思政教学元素

结合管理会计中关于企业层面短期决策的内容，引导学生对所谓西方式民主的内在缺陷展开深入思考，对其中存在的决策短视化现象所带来的种种社会问题有更加清晰的认识。

## Chapter 20: Strategic management accounting

(一) 目的与要求

1. Explain the nature and importance of strategic management accounting.
2. Understand and explain techniques used to assess the current position of the business.
3. Appreciate the techniques of SWOT analysis, balanced scorecard and benchmarking.
4. Discuss the strategic choices facing companies.

(二) 教学内容

1. 主要内容

- (1) Strategic management accounting is externally orientated and concerns a business's future long-term strategy.
- (2) Strategic management accounting is a relatively new topic.
- (3) The three stages of strategic management accounting are
  - (i) assessment of the current position of the business,
  - (ii) appraisal of the current position of the business, and
  - (iii) strategic choice of future direction of the business.
- (4) The assessment of the current position of the business is concerned with both the external and internal environment and may use techniques such as value chain analysis, life cycle analysis and the product portfolio matrix.
- (5) The appraisal of the current position of the business may use SWOT (strengths, weaknesses, opportunities and threats) analysis, the balanced scorecard and benchmarking.
- (6) Strategic choice may involve exploiting inherent strengths such as the business's products or customer base and/or external diversification through acquisition or

merger.

## 2. 基本概念和知识点

- (1) Nature of Strategic Management Accounting
- (2) Assessment of Current Position of the Business
- (3) Appraisal of Current Position of the Business
- (4) Strategic Choice of Future Direction

### (三) 思考与实践

思考题：

- Q1** What is strategic management accounting and how does it address some of the limitations of traditional management accounting?
- Q2** ‘Management accountants and strategy do not mix very well. Management accountants should, therefore, not involve themselves in strategic management accounting.’ Discuss the main arguments for and against this view.
- Q3** Briefly outline the nature of the following techniques and then discuss their strengths and weaknesses:
- (a) value chain analysis
  - (b) life cycle analysis
  - (c) the product portfolio matrix
  - (d) SWOT analysis
  - (e) the balanced scorecard
  - (f) benchmarking.
- Q4** Is growth through exploiting the internal resources of a company better than growth through acquisition/merger?
- Q5** State whether the following statements are true or false. If false, explain why.
- (a) Strategic management accounting looks at both the internal and external environments of a business.
  - (b) The cost of activities in value chain analysis is determined by key cost drivers.
  - (c) The product portfolio matrix consists of dogs, cats, cows and horses.
  - (d) The balanced scorecard uses only financial information.
  - (e) SWOT analysis stands for strengths, weaknesses, openings and threats.

(四) 教学方法与手段

采用讲练结合的方式进行。

(五) 思政教学元素

结合管理会计中关于企业战略决策的内容，引导学生了解坚定不移地贯彻全面对对外开放的发展战略的重要性，同时深刻认清西方国家历史上曾经因为战略频繁更改而对社会经济产生的诸多不利影响。

## **Chapter 21: Long-term decision making: Capital investment appraisal**

(一) 目的与要求

1. Introduce and explain the nature of capital investment.
2. Outline the main capital investment appraisal techniques.
3. Appreciate the time value of money.
4. Explain the use of discounting.

(二) 教学内容

1. 主要内容

- (1) Capital investment decisions are long-term, strategic decisions, such as building a new factory.
- (2) Capital investment decisions involve initial cash outflows and then subsequent cash inflows.
- (3) Many assumptions underpin these cash inflows and outflows.
- (4) There are five main capital investment techniques. Two (payback and accounting rate of return) do not take into account the time value of money. Three do (net present value, profitability index and internal rate of return).
- (5) Payback is the simplest method. It measures how long it takes for a company to recover its initial investment.
- (6) The accounting rate of return uses profit not cash flow and measures the annual profit over the initial capital investment.
- (7) The profitability index is similar to NPV. It compares the total NPV cash flows with the initial investment.
- (8) Net present value discounts estimated future cash flows back to today's values.

(9) Internal rate of return establishes the discount rate at which the project breaks even.

(10) Sensitivity analysis is often used to model future possible alternative situations.

## 2. 基本概念和知识点

(1) Nature of Capital Investment

(2) Capital Investment Appraisal Techniques

(3) Payback Period

(4) Accounting Rate of Return

(5) Net Present Value

(6) Profitability Index

(7) Internal Rate of Return (IRR)

## (三) 思考与实践

思考题:

**Q1** (a) Why do you think capital investment is necessary for companies?

(b) What sort of possible capital investment might there be in:

(i) the shipping industry?

(ii) the hotel and catering industry?

(iii) manufacturing industry?

**Q2** Discuss the general assumptions that underpin capital investment appraisal.

**Q3** Briefly outline the five main capital investment appraisal techniques and then discuss the specific advantages and disadvantages of each technique.

**Q4** Why is time money?

**Q5** State whether the following statements are true or false. If false, explain why.

(a) The five main capital investment appraisal techniques are payback period, accounting rate of return, net present value, profitability index and internal rate of return.

(b) The payback period and net present value techniques generally use discounted cash flows.

(c) The accounting rate of return is the only investment appraisal technique that focuses on profits not cash flows.

(d) The discount rate normally used to discount cash flows is the interest rate charged by the Bank of England.

(e) Sensitivity analysis involves modelling future alternative scenarios and assessing their impact upon the results of capital investment appraisal techniques.

(四) 教学方法与手段

采用讲练结合的方式进行。

(五) 思政教学元素

结合管理会计中关于长期决策的内容，引导学生进一步认清坚持中国共产党的领导对于全面贯彻和实施国家各项大政方针，保持政策的延续性，促进社会经济稳定发展所具有的关键意义。

## **Chapter 22: The management of working capital and sources of finance**

(一) 目的与要求

1. Explain the nature and importance of sources of finance.
2. Discuss the nature of short-term financing.
3. Analyze the ways in which the long-term finance of a company may be provided.
4. Understand the concept of the cost of capital.

(二) 教学内容

1. 主要内容

- (1) Sources of finance are vital to the survival and growth of a business.
- (2) There are internally and externally generated sources of finance.
- (3) Sources of finance can be short-term or long-term.
- (4) Short-term and long-term sources of finance are normally matched with current assets and long-term, infrastructure assets, respectively.
- (5) Short-term internal sources of finance concern the more efficient use of cash, trade receivables and inventory.
- (6) Techniques for the internal management of working capital involve the trade receivables collection model, the economic order quantity and just-in-time inventory management.
- (7) Short-term external sources of finance include a bank overdraft, a bank loan, debt factoring, invoice discounting, and the sale and buy back of inventory.
- (8) Retained profits are where a company finances itself from internal funds.



- (9) Three major sources of external long-term financing are leasing, share capital and long-term loans.
- (10) Leasing involves a company using, but not owning, an asset.
- (11) Share capital is provided by shareholders who own the company and receive dividends.
- (12) Loan capital providers do not own the company and receive interest.
- (13) Cost of capital is the effective rate at which a company can raise finance.

## 2. 基本概念和知识点

- (1) Nature of Sources of Finance
- (2) Short-Term Financing
- (3) Long-Term Financing
- (4) Cost of Capital

### (三) 思考与实践

思考题：

- Q1** Why are the sources of finance available to a firm so important? What are the main sources of finance and which activities of a business might they finance?
- Q2** What is working capital and how might a company try to manage it?
- Q3** What are the advantages and disadvantages of retained funds, debt and equity as methods of funding a business?
- Q4** What is the weighted average cost of capital and why is it an important concept in business finance?
- Q5** State whether the following statements are true or false. If false, explain why.
  - (a) Long-term sources of finance are usually used to finance working capital.
  - (b) A trade receivables collection model seeks the efficient management of trade receivables by balancing the benefits of extra credit sales against the extra costs of those sales.
  - (c) Two common techniques of inventory control are the economic order quantity model and the just-in-time approach.
  - (d) There are four external long-term sources of finance: retained profits, leasing, share capital and loan capital.

(e) A rights issue, a public issue and a placing are three major ways in which a company can raise share capital.

(四) 教学方法与手段

采用讲练结合的方式进行。

(五) 思政教学元素

结合管理会计中对生产要素进行管理和分配的内容，强化学生对中国特色社会主义制度优越性的认识，尤其是在充分调动全国资源，集中力量办大事等方面所具备的巨大制度优势。

五、各教学环节学时分配

环节 教学时数	教学						小计
	讲课	习题课	讨论课	实验	其他教学环节		
课程内容							
<b>Chapter 15: Introduction to management accounting</b>	4		2			6	
<b>Chapter 16: Costing</b>	4		2			6	
<b>Chapter 17: Planning, control and performance: Budgeting</b>	4		2			6	
<b>Chapter 18: Planning, control and performance</b>	4		2			6	
<b>Chapter 19: Short-term decision making</b>	4		2			6	
<b>Chapter 20: Strategic management accounting</b>	4		2			6	
<b>Chapter 21: Long-term decision making: Capital investment appraisal</b>	4		2			6	
<b>Chapter 22: The management of working capital and sources</b>	4		2			6	

<b>of finance</b>						
合计	32		16			48

## 六、推荐教材和教学参考资源

1. Michael J. Jones, *Accounting 3<sup>rd</sup> Edition*. John Wiley & Sons, 2013 April.

## 七、其他说明

本课程采取闭卷笔试的方式进行期末考试（占总分数的 60%），并结合平时成绩（占总分数的 40%）综合评定出该课程的成绩。本课程平时成绩主要从各章节课后问题完成情况、考勤情况、以及课堂表现等几个方面进行考核。

大纲修订人：刘键程

修订日期：2022 年 8 月 30 日

大纲审定人：刘全齐

审定日期：2022 年 8 月 30 日