Tutorial Letter 101/0/2020

Applied Management Accounting

MAC4862
NMA4862
ZMA4862

Year module

Department of Financial Intelligence

This tutorial letter contains important information about your module.
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Dear Student

As part of this tutorial letter, we wish to inform you that Unisa has implemented a transformation charter based on five pillars and eight dimensions. In response to this charter, we have also placed curriculum transformation high on the agenda. For your information, curriculum transformation includes the following pillars: student-centred scholarship, the pedagogical renewal of teaching and assessment practices, the scholarship of teaching and learning, and the infusion of African epistemologies and philosophies. These pillars and their principles will be integrated at both the programme and module levels, as a phased-in approach. You will notice the implementation thereof in your modules, and we encourage you to fully embrace these changes during your studies at Unisa.

1 INTRODUCTION AND WELCOME

We wish to welcome you as a student to Applied Management Accounting and we trust that the academic year will be interesting, constructive and successful on your part. You are a postgraduate student with a number of years grounding in management accounting and as the name of this course implies, it will be directed at applying your management accounting knowledge. We therefore presume that you have a sufficiently good understanding of all cost accounting and financial management principles which is befitting of a postgraduate student. We will therefore apply ourselves to expanding your knowledge and techniques by working through suitable information in your study material. This module is presented by the Department of Financial Intelligence, within the School of Applied Accountancy from the College of Accounting Sciences.

Although Unisa is rapidly offering an increasing number of modules online, it has not lost sight of the fact that many students do not have a suitable device to access the internet for study purposes or cannot afford the expense of going online. This module is offered in a blended mode, which means it is available online on myUnisa but you will also receive your tutorial letters in printed form. myUnisa is Unisa’s online learning management system that will help you to communicate with Unisa and gain access to your study material, including additional material posted.

The tutorial letters are our way of communicating with you about teaching, learning and assessment. You will be well on your way to success if you start studying early in the year and resolve to do the self-assessment activities properly. The self-assessment activities will prepare you for the tests and the final examination.

Tutorial Letter 101 contains important information about the scheme of work, resources and assessment for this module. We urge you to read it carefully and to keep it at hand when working through the study material and when preparing for the tests and the examination. Please read Tutorial Letter CASALL2/301/2020 in conjunction with Tutorial Letter 101 (this tutorial letter).

Please note that the responsibility will rest upon you to address any issues, relating to your understanding of the subject content. It remains extremely important that you are fully familiar with the underlying theory.

2 PURPOSE AND OUTCOMES OF THIS MODULE

2.1 Purpose

This module is intended for students who are studying towards a Certificate in the Theory of Accounting (CTA), a prerequisite for the professional qualification of Chartered Accountants (SA) (Registered with SAICA). The purpose of the module is to provide students with knowledge of Management Decision Making and Control (MDC) as well as Strategy, Risk Management, and Financial Management (FM).
2.2 Outcomes

Upon completion of this module you should have developed an understanding and skills with regard to the following areas: management and use of costs, decision-making and planning approaches and processes; strategy; risk management; function of financial management; as well as mergers and acquisitions, and business plans. Please refer to Tutorial letters (102/0/2020-FM) and (103/0/2020-MDC).

3 LECTURER(S) AND CONTACT DETAILS

3.1 Lecturer(s)

The following personnel are involved in Applied Management Accounting (MAC4862, NMA4862, ZMA4862).

<table>
<thead>
<tr>
<th>DEPARTMENT OF FINANCIAL INTELLIGENCE (Situated in Building 1, Sunnyside Campus)</th>
<th>Telephone number</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Chair of Department</strong></td>
<td></td>
</tr>
<tr>
<td>Prof L Padayachee (acting)</td>
<td></td>
</tr>
<tr>
<td>Secretary: Ms M Nemakwarani</td>
<td>012 429 4868</td>
</tr>
<tr>
<td><strong>Applied Management Accounting (MAC4862, NMA4862, ZMA4862)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Financial Management (FM)</strong></td>
<td></td>
</tr>
<tr>
<td>Ms A Ravat (Co-ordinator)</td>
<td>012 429 8562</td>
</tr>
<tr>
<td>Mr WJ Coetzee</td>
<td>012 429 4760</td>
</tr>
<tr>
<td>Mr L Crafford</td>
<td>012 429 4487</td>
</tr>
<tr>
<td>Mrs S Mofokeng</td>
<td>012 429 6667</td>
</tr>
<tr>
<td>Mr M Kabini</td>
<td>012 429 3653</td>
</tr>
<tr>
<td><strong>Management Decision Making and Control (MDC)</strong></td>
<td></td>
</tr>
<tr>
<td>Mr TJ Matsoma (Co-ordinator)</td>
<td>012 429 6035</td>
</tr>
<tr>
<td>Mr F Nortjé</td>
<td>012 429 8438</td>
</tr>
<tr>
<td>Ms F Venter</td>
<td>012 429 8955</td>
</tr>
<tr>
<td>Ms A Combrink</td>
<td>012 429 6963</td>
</tr>
<tr>
<td><strong>Subject administrator</strong></td>
<td></td>
</tr>
<tr>
<td>Ms I Kemp</td>
<td>012 429 4546</td>
</tr>
</tbody>
</table>

Email: MAC4862@unisa.ac.za

Availability of lecturers

E-mail

We prefer e-mail correspondence since all incoming e-mails are controlled to ensure that you get a response as soon as possible. It is important to give your student number; state your query; and, if necessary, refer to the relevant tutorial letter or textbooks.

In some instances you may find that a specific lecturer is not available between 8:00 and 16:00 (weekdays), because the lecturer has to attend meetings, study schools, seminars, conferences, workshops or is on research leave. E-mail correspondence is the best option to use. Our turnaround time is within 48 hours during weekdays.

E-mail: MAC4862@unisa.ac.za
Telephonically

When contacting us, please state your name and the subject code 4862. We have more than one postgraduate course and it will assist the lecturer in focusing on your query. State your query and, if necessary, refer to the relevant tutorial letter or textbooks.

You can contact your lecturers telephonically by calling:

- The administrative officer +27 12 429-4546 who will put you in touch with the lecturer on duty, or will take a message; and an available lecturer will contact you as soon as possible.
- Any of the lecturers (see contact details above).

Personal visits

In order to avoid any disappointment, make an appointment with a lecturer since they are not always readily available and also provide some context for your visit (the type of query).

3.2 Department

The Department of Financial Intelligence is situated in Building 1, Sunnyside campus. Cnr Justice Mohammed & Steve Biko Streets, Sunnyside, Pretoria, 0003.

4 RESOURCES

4.1 Prescribed books

<table>
<thead>
<tr>
<th>Author</th>
<th>Drury C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Management and Cost Accounting</td>
</tr>
<tr>
<td>Year Published</td>
<td>2018</td>
</tr>
<tr>
<td>Edition</td>
<td>10th</td>
</tr>
<tr>
<td>Publisher</td>
<td>Cengage (Andrew Ashwin)</td>
</tr>
<tr>
<td>Book Notes</td>
<td>Bundled version including Student Manual.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Author</th>
<th>FO Skae</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>Managerial Finance</td>
</tr>
<tr>
<td>Year Published</td>
<td>2017</td>
</tr>
<tr>
<td>Edition</td>
<td>8th</td>
</tr>
<tr>
<td>Publisher</td>
<td>LexisNexis</td>
</tr>
<tr>
<td>Book Notes</td>
<td>The E-book can also be used: 9780409124774</td>
</tr>
</tbody>
</table>
4.2 Library services and resources

- for brief information go to: [https://www.unisa.ac.za/library/libatglance](https://www.unisa.ac.za/library/libatglance)
- for more detailed Library information, go to: [http://www.unisa.ac.za/sites/corporate/default/Library](http://www.unisa.ac.za/sites/corporate/default/Library)

The Library has created numerous Library guides: [http://libguides.unisa.ac.za](http://libguides.unisa.ac.za)

Recommended guides:

- request and find library material/download recommended material: [http://libguides.unisa.ac.za/request/request](http://libguides.unisa.ac.za/request/request)
- postgraduate information services: [http://libguides.unisa.ac.za/request/postgrad](http://libguides.unisa.ac.za/request/postgrad)
- finding and using library resources and tools: [http://libguides.unisa.ac.za/Research_skills](http://libguides.unisa.ac.za/Research_skills)
- Frequently asked questions about the Library: [http://libguides.unisa.ac.za/ask](http://libguides.unisa.ac.za/ask)
- Services to students living with disabilities: [http://libguides.unisa.ac.za/disability](http://libguides.unisa.ac.za/disability)

Important contact information:

- [https://libguides.unisa.ac.za/ask](https://libguides.unisa.ac.za/ask) - Ask a Librarian
- [Lib-help@unisa.ac.za](mailto:Lib-help@unisa.ac.za) - technical problems accessing library online services
- [Library-enquiries@unisa.ac.za](mailto:Library-enquiries@unisa.ac.za) - general library related queries
- [Library-fines@unisa.ac.za](mailto:Library-fines@unisa.ac.za) - for queries related to library fines and payments

5 STUDENT SUPPORT SERVICES

The *Study @ Unisa* brochure is available on myUnisa: [www.unisa.ac.za/brochures/studies](http://www.unisa.ac.za/brochures/studies)

This brochure has all the tips and information you need to succeed at distance learning and, specifically, at Unisa.

**Tutorial Letters**

Applied Management Accounting is a course where you will be provided with the opportunity to evaluate yourself through the completion of self-assessment activities, while formal evaluation through the writing of tests during the year will also take place.

The tutorial letters (MAC/NMA/ZMA4862: 102 (FM) and 103 (MDC)) are divided into a number of study units and self-assessment questions with suggested solutions. You will receive guidance in every study unit on which parts of the prescribed text books should be studied before you work through the specific study unit. After completion of each study unit, you should do the self-assessment questions under examination conditions within the time constraint. MARK IT YOURSELF to identify gaps in your knowledge.

In addition, you will receive a revision tutorial letter with prior year exam questions and solutions, Tutorial Letter 104. This should be used for exam preparation and revision.

The 2019 tests and commentary are included in the relevant tutorial letters and should be used as final preparation for the tests.

Additional documentation (not available in printed format) will be posted under Additional Resources on the myUnisa website and it is recommended that students visit the website on a regular basis. You will be notified by email of such postings and it is therefore important to keep your email and other contact details up to date.
Screencasts

Screencasts dealing with key topics will be placed on myUnisa during the year. These will appear under ‘Additional Resources’ and/or ‘Learning Units’.

Study Schools

Study schools will only be presented in areas where student numbers warrant. These sessions are beneficial as they provide relevant information regarding each module, explain key principles, and discuss prior year exam questions and solutions including examination technique. These study schools are free of charge and no registration is necessary. The slides used during these discussion classes are usually put on myUnisa to accommodate those students who cannot attend the study schools.


SMS Messages

During your study period, you will also receive SMS messages from Unisa. These are mainly used to:

- Remind students about important dates and deadlines
- Make students aware of important news items posted on myUnisa
- Confirm receipt of test scripts
- Inform students of test marks obtained.

Technology Enhanced Learning (TEL)

There will be various TEL initiatives during the year, the objective of which is to enhance your learning experience and assist you in overcoming challenges experienced in various areas of this module. These initiatives should supplement the current resources used for this module. The roll out of these initiatives will be communicated during the year via myUnisa.

6 STUDY PLAN

A detailed study plan has been included in tutorial letter CASALL2/301/2020. You should follow this plan during the year in order manage the workload and to increase your chance of success.

7 ASSESSMENT

7.1 Assessment plan

It is important to remember that you are studying towards a post-graduate course which comprises vast volumes of work. It is therefore not possible to start studying a month or two before the final examination. Consistent studying throughout the year will increase your chances of success in the final examination. In order to monitor your progress throughout the year, you will be given the opportunity to write four tests during the year. The tests also present you with an opportunity to build up a year mark, which will be to your benefit (refer to tutorial letter CASALL2/301/2020).

Previous test questions and solutions are included in the relevant tutorial letters. These will give you some idea of the required standard.

The four tests for the current year are set out below:
Test timetable

<table>
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<th>TEST 3</th>
<th>TEST 4</th>
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<tr>
<td>10 March 2020</td>
<td>21 April 2020</td>
<td>23 June 2020</td>
<td>28 July 2020</td>
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If there are any changes to the test dates during the year, you will receive notifications of these changes through myUnisa and/or SMS’s.

Please refer to CASALL2/301/2020 for the time slots of each of the five papers, please note that the time slots for each paper will change for each test.

Candidates will be allowed to bring only the SAICA Handbook and SAICA Legislation Handbook into the test/examination venue.

Only ONE version of each of the above books may be brought into the examination venue, although it may be either a version published in the current year or a version published in one of the previous years. It is preferable that you use the latest editions.

Please note the following:

- You may highlight, underline, side-line and flag in the abovementioned books.
- Under no circumstances may candidates share books with other candidates.

You will be notified of the centre at which you will be able to write the tests and it may not necessarily be the same centre where you will write the final examination. You should take your student card and identity document with you to the examination and test venues. You are also allowed to use a nonprogrammable financial pocket calculator in the tests and examination. Answer books will be provided. Each test paper should be answered in a separate answer book.

Questions will be set in English only and you are required to answer them in English only.

REMEMBER to write your correct course code, student number, name and full postal address on the cover of each answer book and use the barcode stickers provided.

Should you not receive an SMS confirming receipt of your test script by Unisa within 14 days after the test, contact the Subject Administrator: kempi@unisa.ac.za or (012) 429 4546 as soon as possible.

Unedited solutions will be available on myUnisa within two weeks of the test date. Marked test scripts will be sent back to you as soon as possible.

You may also confirm your test marks on the internet at https://my.unisa.ac.za/portal

PLEASE DO NOT phone the lecturers or administrative staff for your test marks because they do not keep record of the test marks!
Remark of tests

Should you not be satisfied with your test’s marking, please follow the following steps:

• It is very important that you make a copy of your test script before you send the original script.
• You must include an explanation of why you would like your test to be remarked, as well as an indication of instances where you were not awarded marks according to the suggested solution (the suggested solution will be available on myUnisa).
• Forward your original script to the address included under 3.2, marked for Ms. I Kemp's attention.

Unethical conduct

In the past we have noted that students have submitted tests for remarks after having written in additional information as part of their solution subsequent to receiving their tests back. Per Chapter 3 of Unisa’s Student’s Disciplinary Code, this is considered to be cheating, as it relates to the commission of fraudulent or dishonest practice whereby a student, whilst being examined by the University, seeks to mislead or deceive the examiner or examination officer.

Students found guilty of writing additional information in tests after receiving it back will face disciplinary steps as it is unethical conduct.

Year mark, examination mark and final mark

The average mark of the three best tests will constitute the student’s year mark. If only one or two tests have been written, the total marks of the tests written will be divided by three to obtain the year mark. If no test has been written during the year, the year mark will be nil. The year mark contributes 20% to the final mark, whereas the examination mark contributes 80% to the final mark.

Unisa test and examination rules and regulations

The following represent a summary of the most pertinent rules and regulations:

• No candidate will be allowed to leave the venue during the first hour and the final 15 minutes of a session.
• In addition, no candidate will be allowed to enter the venue once reading time has started.
• Students will not be allowed to keep their bags, briefcases etc. with them during the test/examination. You will have to remove your stationary, food, books and study material, which you are allowed to use in the test/examination from your bag prior to the commencement of the session.
• The University accepts no responsibility for loss of private property at the test/examination venues.
• Students who are registered for only one or two papers have to be seated 15 minutes before reading time (Please refer to CASALL2/301/20 for the time slots of each of the five papers).

7.2 The examination

Only registered students who paid their study fees in full and complied with the 40% year mark (refer Tutorial letter CASALL2/301/2020), will be allowed to sit for the examination. No exceptions will be entertained. Students should obtain a minimum of 40% in the examination (examination mark), with a final mark of 50% to obtain credit for Applied Management Accounting.
MAC4862
Applied Management Accounting

Strategy, Risk Management, Financial Management

Tutorial Letter 102

PART 1

Learning units
1. Strategy and governance
2. Risk management
3. Cost of capital and capital investment appraisal
4. Sources and forms of finance
5. Dividend decision
6. Management of working capital
7. Treasury function

Management decision making and control

Tutorial Letter 103

PART 2

Learning units
8. Analysis and interpretation of financial and non-financial information
9. Businesses in difficulty
10. Valuations

PART 3

Learning units
11. Mergers and acquisitions
12. Business plans and financial proposals

TEST 1

TEST 2
CONTENT – COSTING (MDC)

The diagram below contains a schematic presentation of the content of this module.

MAC4862
Applied Management Accounting

Strategy, Risk Management, Financial Management

Management decision making and control

Tutorial letter 102

Tutorial letter 103

PART 4
Cost accounting bases and allocation

Learning units
14. Product costing systems

Learning unit
15. Planning, budgeting and control

PART 5
Planning and control

Learning units
16. Standard costing
17. Performance measurement

Learning units
18. Information application to decisions
19. Information for decision-making

PART 6
Decision-making

Learning units

TEST 3

TEST 4

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