



Programme	Level 5 Extended Diploma in Tourism & Hospitality		
Unit Number/ Unit Title	Unit 11 Management Accounting		
Cohort Code:	L05MA-U11		
Unit Level	Level 5		
Total Credits/Hours	Total qualification time 200/ Total Guided learning hours 90/ Self-guided learning hours 110		
Credits	20 CATS/ 10 ECTS		
Lecturer			
Start Date		End Date	

Unit Aims	This unit aims to introduce learners to the principles and practices of management accounting with a focus on decision-making within tourism and hospitality organisations. Learners will explore budgeting, cost control, variance analysis, and financial planning tools essential for effective operational and strategic management. Emphasis is placed on interpreting financial information to support managerial decisions.		
Differentiation Strategies <i>(e.g. planned activities or support for individual learners according to their needs)</i>	Various approaches to addressing the various identified students' needs will be adopted throughout the lesson. Such will include: <ol style="list-style-type: none">1. Progressive tasks2. Digital resources3. Verbal support4. Variable outcomes5. Collaborative learning6. Ongoing assessment7. Flexible-pace learning		

Equality & Diversity	Variety of teaching techniques will be employed to ensure that the needs of each individual learner are met.
Safeguarding & Prevent	Safeguarding policies and the Prevent duty are strictly observed to ensure the safety, well-being, and inclusivity of all students and staff.
Health & Safety	SIRM H&S policies will be maintained.
Learning Resources	Teaching and Learning Materials
	<ul style="list-style-type: none"> • Drury, C. (2018). Management and Cost Accounting (10th ed.). Cengage Learning. • Horngren, C. T., Datar, S. M., & Rajan, M. V. (2021). Cost Accounting: A Managerial Emphasis (16th ed.). Pearson. • Seal, W., Garrison, R., & Noreen, E. (2019). Management Accounting (6th ed.). McGraw-Hill. • Atrill, P., & McLaney, E. (2022). Management Accounting for Decision Makers (10th ed.). Pearson. • Wood, F. & Sangster, A. (2022). Business Accounting (15th ed.). Pearson Education.

Learning Outcome (The learner will be able to)	Assessment Criteria (The learner can:)
LO1. Understand the purpose and scope of management accounting in service organisations.	Written Report: 1.1 Explain the role of management accounting in the decision-making process. 1.2 Distinguish between management and financial accounting functions.
LO2. Apply cost classification and cost behaviour concepts.	Case Study: 2.1 Classify costs as fixed, variable, and semi-variable. 2.2 Analyse the cost behaviour in relation to business activity levels.
LO3. Use budgeting techniques for planning and control.	Spreadsheet-Based Assignment: 3.1 Prepare a basic operational budget for a hospitality scenario. 3.2 Analyse variances and propose corrective actions.
LO4. Interpret management accounting reports to support decision-making.	Portfolio: 4.1 Evaluate a performance report and identify financial trends. 4.2 Make recommendations based on management accounting data.
LO5. Explore the application of break-even analysis and marginal costing.	Research Brief: 5.1 Conduct a break-even analysis using real or simulated data. 5.2 Evaluate pricing decisions using marginal costing techniques.

No	Topic	Learning Outcomes for Each Topic	Which assessment criteria does the session relate to?	Day/month/year/signature
1	Introduction to Management Accounting	Understand the purpose and role of management accounting in service organisations.	LO1	
2	Financial vs. Management Accounting	Distinguish between the roles and uses of different accounting disciplines.	LO1	
3	The Role of Management Accounting in Hospitality and Tourism	Explore how management accounting supports operational decisions in service sectors.	LO1	
4	Management Accounting for Planning, Control, and Decision-Making	Link accounting functions to strategic and operational goals.	LO1	
5	Ethics and Responsibilities in Management Accounting	Understand ethical considerations and the importance of accuracy and integrity.	LO1	
6	Introduction to Cost Concepts	Define types of costs (fixed, variable, semi-variable, direct, indirect).	LO2	
7	Cost Classification in Tourism and Hospitality	Apply cost types in hospitality settings (e.g., room costs, F&B, maintenance).	LO2	
8	Cost Behaviour and Cost-Volume Relationships	Analyze how costs change with activity level in hospitality operations.	LO2	
9	Job, Batch, and Process Costing Methods	Apply costing methods in different operational scenarios.	LO2	

10	Absorption vs. Marginal Costing	Understand and compare costing approaches and their implications.	LO2	
11	Budgeting Fundamentals	Learn the purpose and process of creating budgets in service organizations.	LO3	
12	Types of Budgets: Operating, Cash, Capital	Distinguish between short- and long-term budgeting types.	LO3	
13	Preparing a Departmental Budget (e.g., Front Office, F&B)	Apply budgeting techniques to departmental operations.	LO3	
14	Zero-Based and Incremental Budgeting	Compare budgeting approaches and their suitability in various contexts.	LO3	
15	Flexible Budgets for Seasonal Tourism Operations	Understand how to adjust budgets to reflect variable demand.	LO3	
16	Midterm	Midterm assessment covering all learning outcomes (theory and practical elements)	LO1, LO2, LO3	
17	Budgetary Control and Variance Analysis	Monitor performance and investigate variances between actual and planned figures.	LO3	
18	Interpreting Budget Reports for Performance Evaluation	Use reports to analyze cost control and efficiency.	LO3, LO4	
19	Introduction to Management Accounting Reports	Understand different types of internal reports used by managers.	LO4	
20	Interpreting Cost Reports and Operating Statements	Use reports to evaluate operational success and inform decisions.	LO4	
21	Using Reports for Strategic and Tactical Decision-Making	Translate financial data into actionable insights for management.	LO4	
22	Responsibility Accounting and Performance Reporting	Evaluate performance at different managerial	LO4	

		levels using accounting data.		
23	Introduction to Break-Even Analysis	Understand how to calculate and interpret the break-even point.	LO5	
24	Applying Break-Even Analysis in Hospitality Contexts	Use real-life scenarios to assess break-even outcomes for services or events.	LO5	
25	Cost-Volume-Profit (CVP) Analysis	Explore the relationship between cost, volume, and profit levels.	LO5	
26	Contribution Margin and Decision-Making	Use contribution analysis for resource allocation and profitability assessments.	LO5	
27	Investment Appraisal Techniques (NPV, Payback, IRR – Introductory)	Briefly explore long-term financial decision tools.	LO4, LO5	
28	Integrated Case Study: Budgeting, Reporting, and Break-Even Analysis	Analyze a scenario combining multiple accounting tools.	LO2 – LO5	
29	Group Presentations: Management Accounting in Action	Present findings and applications of accounting principles in hospitality.	LO1 – LO5	
30	Final Exam Preparation & Review			
31	Final Exam			