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**ACCA Research Institute**



## ACCA F2

**Management Accounting (MA)**

**管理会计**

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# Part A plan, control & decision-making

1

Content 1 Planning, control & decision-making

2

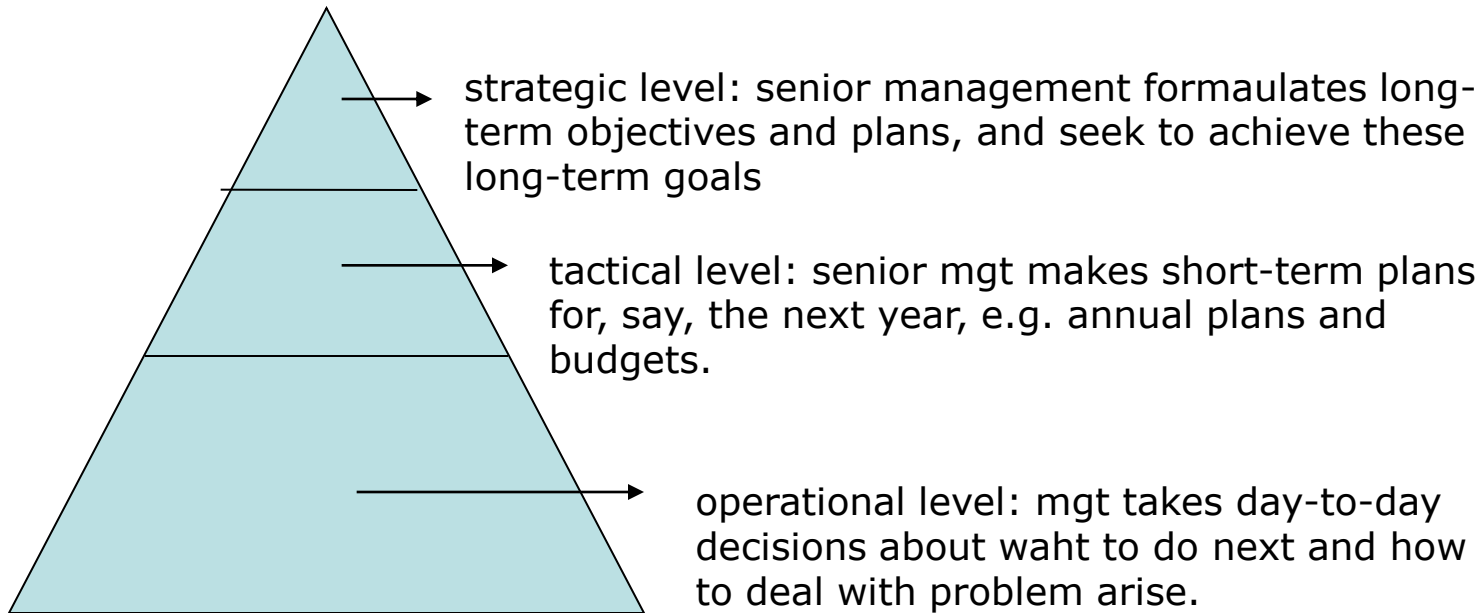
Content 2 Exercise



# Part A Chapter 1 The Nature, Source & Purpose of Management Accounting

## 2.1 Planning

### 2.1.2 Hierarchy (time span & the seniority of the manager)





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## 2.3.2 the process of decision-making

- planning
- Step1: identify goals, objectives or problems
  - Step2: identify alternative solution/opportunities which might contribute towards achieving them
  - Step3: collect and analyse relevant data about each alternative
  - Step4: make the decision
  - Step5: implementation
- control
- Step6: obtain data about actual results
  - Step7: compare actual results with the expected outcome. Evaluate achievement.
  - Step8: revise original objectives if necessary.



## Part A Data

1

Content 1 Classification of data

2

Content 2 Sampling

3

Content 3 Information



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### 3. Data and information

#### 3.1 definition

-Data means facts. Data consists of numbers, letters, symbols, raw facts, events and transactions which have been recorded but not yet processed into a form suitable for use.

-information is data which has been processed in such a way that it is meaningful to the person who receives it.



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## 3.2 Classification of data

### 3.2.1 Use

- Primary data: collected especially for a specific purpose
- Secondary data: collected for some other use but can be used or adapted for the survey being conducted.

### 3.2.2 Source

- Internal: accounting records, payroll record,  
manufacturing details
- External: government statistic, newspapers, Internet



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### 4. Sampling techniques

#### 4.1 key terms

(1) Sample data-data arising as a result of investigating a sample.

a selection from the population

(2) Population data-data arising as a result of investigating the population, a group of people or objects of interest to the data

Collectors

(3) Sampling frame-numbered list of all items in a population.





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## 4.2 Sampling techniques



Probability sampling methods  
-a method which there is a known chance of each member of the population appearing in the sample.

Random sampling

Stratified random sampling

Systematic sampling

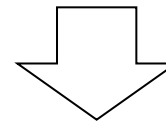
Multistage sampling

Cluster sampling



Non-Probability sampling methods

-chance of each member of the population appearing in the sample is unknown.



Quota sampling



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## 4.2.1 Random Sampling 随机抽样 一定有 **sampling frame**

Every item in the population has an equal chance of being selected.

<b>Advantages</b>	<b>Disadvantages</b>
<p>Free from bias</p> <p>Every item has an equal chance of being selected.</p>	<ul style="list-style-type: none"><li>• Selected items are subject to the full range of variant inherent in the population</li><li>• Unrepresentative item may be selected.</li><li>• Numbering of the population may be laborious.</li><li>• Costly to obtain the data if the selected item cover a wide area.</li></ul>



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### 4.2.2 Stratified random sampling 分层随机抽样

involves dividing the total strata or categories and then taking random samples from each of the strata or categories.

<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"><li>• Representative</li><li>• Inferences can be drawn about each stratum</li><li>• Precision can be increased.</li><li>• Will not miss an entire stratum</li></ul>	<ul style="list-style-type: none"><li>• Require prior knowledge of each item in the population</li><li>• Sampling frames don't always contain such information.</li></ul>



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Example:

The number of management accountants in each type of work in a particular country are as follows. If a sample of 20 was required:

partnerships	500	$500/2500*20$	4
Public companies	500	$500/2500*20$	4
Private companies	700	$700/2500*20$	6
Public practice	800	$800/2500*20$	6
total	2500		20



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## 4.2.3 Systematic sampling 系统抽样

Select every item after a random start. The gap is known as the sampling interval

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Easy to use</li><li>• Cost-effective</li></ul>	<ul style="list-style-type: none"><li>• A biased sample if there is a regular pattern to the population which coincides with the sampling method.</li><li>• Not completely random since some samples have a zero chance of being selected.</li></ul>



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### 4.2.4 Multistage sampling 多阶抽样

Divide the population into a number of sub-populations and then select a small sample of these sub-population at random. Each sub-population is then divided further and then a small sample is again selected at random. This process is repeated as many times as is necessary.

#### Advantages

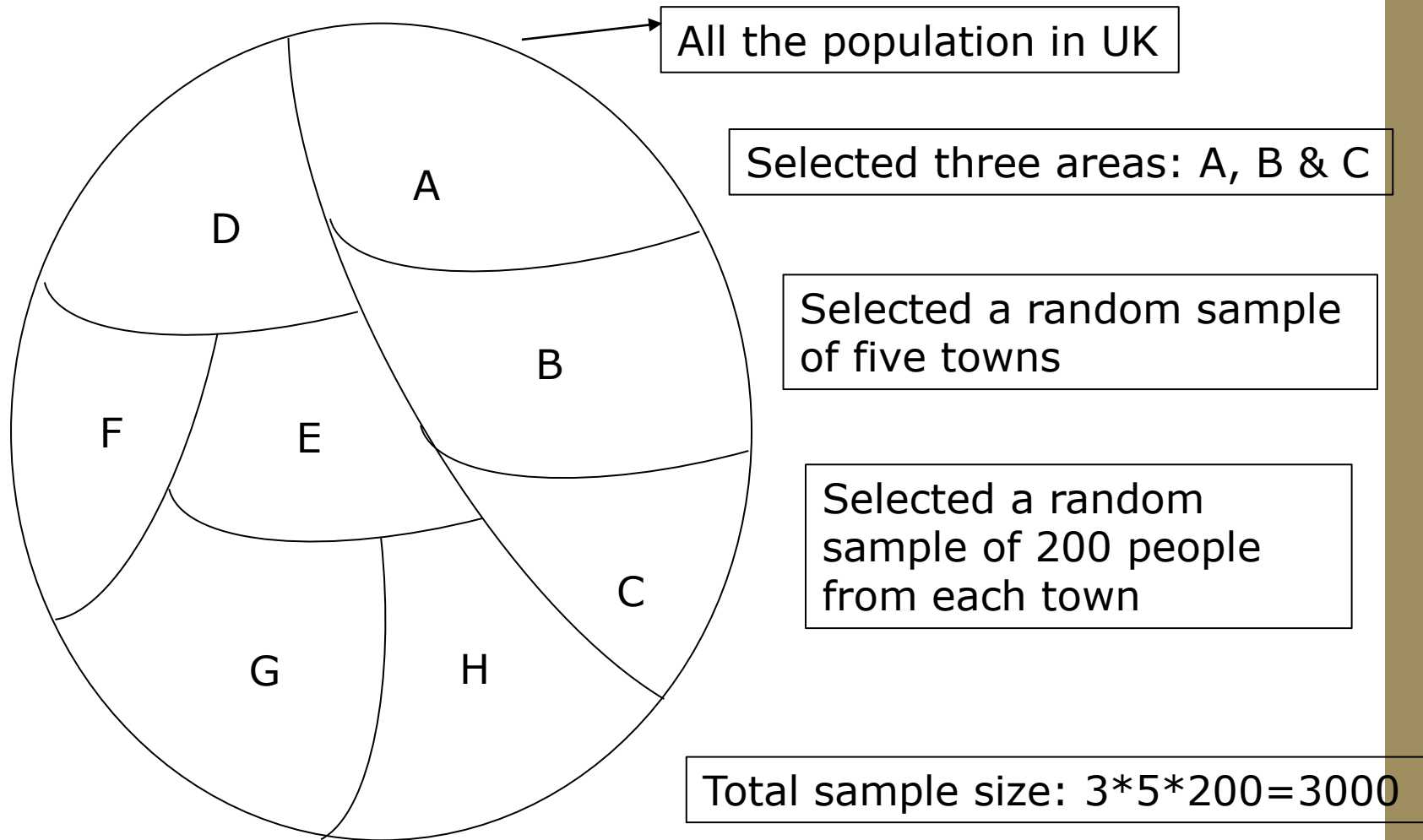
- Fewer investigators are needed
- Not costly to obtain a sample

#### Disadvantages

- Bias if only a small number of regions are selected.
- Not truly random as once the final sampling areas have been selected the rest of the population cannot be in the sample.
- If the population is heterogenous, biased sample.



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## 4.2.5 Cluster sampling 整群抽样

Select one definable subsection of the population as the sample, that subsection taken to be representative of the population in question.

<b>Advantages</b>	<b>Disadvantages</b>
<ul style="list-style-type: none"><li>• Cheap and useful for face to face interview</li><li>• Useful if a sampling frame doesn't exist</li></ul>	<ul style="list-style-type: none"><li>• Considerable bias.</li></ul>





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### 4.2.6 Quota sampling 配额抽样

Randomness is forfeited in the interest of cheapness and administrative simplicity. Investigators are told to interview all the people they meet up to a certain quota.

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Cheap and easily administrated.</li><li>• Faster.</li><li>• No sampling frame</li><li>• Only possible approach in certain situation</li></ul>	<ul style="list-style-type: none"><li>• Certain bias. (however, certain training can decrease the bias)</li></ul>



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5. Attributes of good info.---" **ACCURATE**" +2C

**A** ccurate

**C** omplete

**C** ost-effective

**U** nderstandable

**R** elevant

**A** ccessible (appropriate channels of communication)

**T** imely

**E** asy to use

**C** larity+ **C** onfidence



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5. Attributes of good info.---" ACCURATE" +2C

Example: which of the following is good info.?

(1) Monthly sale figures for Aug. received in Nov

**timely**

(2) a summary provided at the front of a report for the senior to read the whole document



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### 5. limitations of mgt. info.

- failure to meet the requirements ( "ACCURATE" )
- irrelevant costs and revenues
- difficult to provide non-financial info.
- difficult to provide external info.
- the information provided may not take account of uncertainty



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## Exercise



## Part A Chapter 1 The Nature, Source & Purpose of Management Accounting

The following statements refer to the good quality of information:

- (1) It should be communicated to right person.
- (2) It should always be completely accurate before it is used.
- (3) It should be understandable by the recipient.

Which of the above statements are correct?

- A. (1)(2)
- B. (1)(3)
- C. (2)(3)
- D. (1)(2)(3)

**B**



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Which of the following options is a disadvantage of quota sampling?

- A. It is relatively expensive.
- B. Only a small sample can be selected.
- C. It doesn't yield enough accurate information for many forms of commercial market research.
- D. The method can result in certain bias.

**D**



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If you choose the 10<sup>th</sup> of the 100 unit after the first has been selected. This type of sampling is known as:

- A. Simple random
- B. Stratified
- C. Cluster
- D. Systematic

**D**





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Which of the following is an example of external information?

- A. Payroll system
- B. Government statistics
- C. Accounting system
- D. Strategic planning system

**B**



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If you select a sample for a national opinion poll prior to a general election. The process would start by dividing the country into areas and a random sample of areas is taken. Next divide the country into town and cities and a sample is taken again. The perhaps a sample of streets and a random sample of houses are then chosen. This is an example of which type of sampling?

- A. Simple random
- B. Stratified
- C. Multistage
- D. cluster

**C**

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# Thank You!

