



APPLIES TO ACADEMIC YEAR 2009/2010

## GRA 8047 Management Accounting

### Programme

Executive Master of Business Administration (EMBA) Program

### Responsible for the course

Hanno Roberts

### Department

Department of Accounting - Auditing and Law

### Term

According to study plan

### ECTS Credits

5

### Language of instruction

English

### Introduction

#### Objective

The management accounting (or Controlling) function has recently undergone drastic changes. The former "bean counter" has made room for the internal business consultant, acting as a translator of financial information into meaningful managerial decision alternatives.

The context of accounting has become one of flexible, decentralized organizations with a strong strategic and service orientation. The accounting toolkit itself has experienced similar changes, and now includes tools and approaches that explicitly incorporate strategic arguments while adopting multiple levels of analysis.

This course addresses the new characteristics of management accounting. Notably, management accounting tools and arguments are exposed against the backgrounds of strategic, organizational and marketing decisions. Moreover, the course assumes a management accounting context of a knowledge-based firm, delivering services and operating in a global environment, competing on the basis of its intangible resources and assets.

The ultimate objective of this course is to provide participants with a practical and multidisciplinary use of management accounting concepts and tools.

### Prerequisites

#### Compulsory reading

##### Books:

Hilton, R.W., M.W. Maher and F.H. Selto. 2008. Cost management : strategies for business decisions. 4th ed. Boston, Mass.: McGraw-Hill/Irwin. Selected chapters are available as PDF-files on Blackboard; no hard copy of the book needs to be purchased by the student.

#### Recommended reading

#### Course outline

Starting out from the instruments and metrics in the management accounting toolbox, the link with a firm's competitive strategy and organization will be made and exemplified in case studies, illustrative videos and lectures.

Topics covered include the accounting framework and the financial statements, with a special emphasis on the Cash-Flow Statement; cost concepts and cost behaviour; product costing systems; activity-based costing; and customer profitability analysis.

#### Computer-based tools

Web browsers such as Firefox or Internet Explorer, Microsoft Office (notably Excel and

Powerpoint), Adobe Acrobat Reader. All readings, slides (also of guest speakers), cases and other material will only be provided as downloadable PDF-files on Blackboard. All PDF-files are enabled for commenting directly onto the file. To prevent opening & reading & printing errors of PDF-files, have the most updated version of Acrobat Reader installed.

Participants can expect an intensive exchange of e-mail messages for the duration of the course, and are strongly advised to set-up their e-mail system and file directories in such a way that they can send/receive/organize e-mails and attachments in bulk.

### **Course structure**

The course revolves around casework and the discussion of case-related topics. Every case is assigned a set of questions that need to be answered by the case group. Case answers are not goals in themselves but act as a vehicle for starting the case discussion. The cases focus on the relationship between the outcome of an (accounting) computation and its wider, managerial interpretation and decision-making consequences. Cases will change every teaching period.

Two sorts of cases are used: case-related topics presented by guest speakers (morning sessions) and more elaborate presentation cases (afternoon sessions). The presentation cases are group work and need to be prepared and presented by the group. The guest speaker cases are intended to stimulate discussion and do not require preparation; their purpose is to contextualise the lecture topic and leverage the class's understanding.

The course involves active collaboration with the MBA Alumni Society at BI.

### **Examination**

Participation 50%, casework 50%. The casework refers to the presentation cases; the discussion case enters into the participation grade. There is no final examination or final paper.

### **Exam code(s)**

GRA 80471 Participation and casework; 5 credits; counts for 100 % to pass the program GRA 8047

### **Examination support materials**

### **Re-sit examination**

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee.

### **Additional information**