



APPLIES TO ACADEMIC YEAR 2011/2012

## **BØK 3551 Practical Managerial Accounting and Control**

### **Programme**

Bachelor in Arts and Management (2. year), Bachelor in International Marketing (2. year), Bachelor in Market Communication (2. year), Bachelor in Marketing (2. year), Bachelor in Media Management and Journalism (2. year), Bachelor in Public Relations (2. year), Bachelor in Retail Management (2. year), Bachelor in Tourism Management (2. year)

### **Responsible for the course**

Tor Tangenes

### **Department**

Department of Accounting - Auditing and Law

### **Term**

According to study plan

### **ECTS Credits**

7,5

### **Language of instruction**

Norwegian

### **Introduction**

This course builds on BØK 3411 Finance and Managerial Accounting and is structured according to a generic management cycle. Course theme is conformed this cycle and is also rooted in business issues from a variety of cases. The course focuses on a management regime where the balanced scorecard integrates with budgeting and decision-making rooted in the value chain and activity understanding.

### **Learning outcome**

#### **Acquired knowledge**

The students shall acquire knowledge of:

- How the field of management accounting and control relates to value creation, and how the strategic process can be managed by means of the balanced scorecard.
- The resource-based and the positioning-based view as main explanations of value-creation and competitive advantage.
- Value chain descriptions of the firm as the basis for process and activity analyses.
- Activity-based costing.
- Business planning by means of budgets.
- Financial performance metrics and the measurement of value creation.

#### **Acquired skills**

The students shall acquire skills about:

- The causality and suitability of objectives and measures in a balanced scorecard model, and be able to elaborate strategy maps in concrete cases.
- The allocation and analysis of costs in an activity structure.
- The preparation of budgets and analysis of budget information with respect to the financial implications of intended activities.
- The preparation and assessment of profitability analyses.
- The adjustment of financial accounting data for effectiveness and performance measurements, and the assessment of the firm's effectiveness.

#### **Reflection**

After taking the course, the students shall acknowledge management control as a contextual field, where conflicts of interest and ethical norms affect management actions .

#### **Prerequisites**

Finance and Managerial Accounting I or equivalent.

#### **Compulsory reading**

##### **Books:**

Tangenæs, Tor, Svein H. Gjønnæs. 2011. Arbeidshefte til Økonomi- og virksomhetsstyring. Fagbokforlaget

Tangenæs, Tor, Svein H. Gjønnæs. 2011. Økonomi- og virksomhetsstyring : videregående

emner. Fagbokforlaget

## Recommended reading

### Course outline

#### **Part 1: Planning and management of value creation process**

About economics and business management  
Strategic objectives and critical success factors  
Strategy Map and strategic issues  
Performance metrics, validity and reliability  
Budget purposes and managerial qualities  
The budget as a tool to test the financial and capacity impacts of possible measures

#### **Part 2: Decision Support for the creation**

Value drivers, cost drivers and value chain analysis  
Resource and cost concepts  
Income and expense relevance  
Calculation of weight on ABC

#### **Part 3: Practical issues**

Special budgetary problems  
Special cost problems

### Computer-based tools

Students are expected to use spreadsheets (e.g. Excel) when solving and submitting assignments. Students must use It's learning to submit mini-exercises.

### Learning process and workload

The course consists of lectures, assignment reviews by the lecturer and self-tuition (reading the syllabus and doing exercises/assignments that are both mandatory and voluntary). Each student must hand in seven mandatory assignments.

Throughout the course, the students shall discuss and solve a number of case-oriented business problems from the private and public sectors.

#### Recommended workload in hours:

Activities	Hours
Participation in theory-based lectures	14
Participation in assignment reviews by lecturer	14
Participation in case discussions and solutions	14
Preparations for case solutions, individually and team-based, organized by the students	48
Preparations for lectures (approx. 1.5 hours per hour of lectures or assignment reviews by lecturer)	63
Work on mandatory mini-exercises (approx. 1,5 hours per mini-exercise)	12
Preparation for exams	35
<b>Recommended total use of hours</b>	<b>200</b>

The plenary sessions will consist of lectures on parts of the syllabus and review of assignments. Students are expected to work on those parts of the syllabus that are not covered by the lectures or the assignment reviews. The lectures and assignment reviews are based on students having prepared for the lectures (i.e. that the students have read the syllabus and have solved the assignments before the lectures start).

#### Required work (mandatory mini-exercises)

There are 7 mandatory exercises during the semester, of which 5 must be passed. The mini-exercises are short, limited exercises that the students should be able to answer in about 1,5 hours if they have followed the recommended work schedule. If the students are not prepared, more time must be allowed. The mini-exercises are to be submitted through It's learning.

A minimum level of performance is required for the exercises to be passed (e.g. a minimum number of questions must be correctly answered). Further information will be given in the lectures and through It's learning. The students will be allowed to take the tests repeatedly before the deadline of each test. Information about the time period for the tests to be taken, will be given in the lectures and through It's learning.

Feedback to the students during the semester will be given in the following ways:

1. During the lectures the students will be told which assignments are to be solved for the next lecture. The lecturer will review some of these assignments in class. The feedback will consist of the students comparing their solutions with the one that is explained by the lecturer.

2. Feedback on achieved score on the mini-exercises will be given automatically through It's learning. In addition a recommended solution will be made available.

### **E-learning**

The e-learning platform It's learning is used by the e-learning centre to administrate the mandatory exercises, and make students able to communicate with each other and the Lecturer. Module sessions are carried out at the beginning of the semester and before exams. The e-learning students are also offered a study guide which is an educational guide to the syllabus.

Recommended workload in hours:

<b>Activities</b>	<b>Hours</b>
Participation in theory-based lectures	8
Preparations for case solutions, individually and team-based, organized by the students	30
Work with literature, mandatory mini-exercises and Activities at It's learning-	127
Preparation for exams	35
<b>Recommended total use of hours</b>	<b>200</b>

### **Use of hours**

#### **Coursework requirements**

To obtain a grade in the course, the students must have passed five of the seven mini-exercises in order to sit for the exam. See learning process and workload.

#### **Examination**

A five-hour written exam concludes the course, which counts for 100 % of the grade.

#### **Examination code(s)**

BØK 35511 - Written exam, counts for 100 % of the grade in the course BØK 3551.

#### **Examination support materials**

Interest tables and a BI-defined exam calculator are allowed. TEXAS INSTRUMENTS BA II Plus™

Examination support materials at written examinations are specified under exam information in our web-based Student handbook. Please, note the use of calculator and dictionary.

<http://www.bi.edu/studenthandbook/examaids>

#### **Re-sit examination**

Re-sit examination is offered every term.

Students that have not passed five of the mandatory seven mini-exercises must re-take the exercises in connection with the next scheduled course and must pass five of the eight submitted mini-exercises.

Students that have not passed the written examination or who wish to improve their grade must re-take the examination in connection with the next scheduled examination.

#### **Additional information**