



APPLIES TO ACADEMIC YEAR 2014/2015

## GRA 8199 Management Accounting (2014/2015)

### Programme

Executive MBA 2014/2015 - Core courses

### Responsible for the course

Hanno Roberts

### Department

Department of Accounting - Auditing and Law

### Term

According to study plan

### ECTS Credits

3

### Language of instruction

English

### Introduction

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.

### Learning outcome

#### Acquired knowledge:

To understand Management Accounting as a social science, using numerical approaches and quantitative tools to frame and direct behavior.

To understand how management accounting is embedded in a context of multidisciplinary decision-making and is not a neutral, stand-alone toolbox.

#### Acquired skills:

To have the ability to use management accounting concepts and tools.

To interpret decision-making situations as to which management accounting tool and approach to use and which are the various limitations and biases of the selected tools and approaches.

#### Reflection:

To not fear or get confused by numbers but instead know what message is carried within them and be able to translate and communicate that message to other disciplinary fields.

### Prerequisites

Granted admission to the EMBA programme.

### Compulsory reading

#### Books:

Wouters, M., Selto, F.H., Hilton, R.W., and M.W. Maher. 2012. Cost Management: Strategies for Business Decisions. International ed.. Boston: McGraw-Hill. Selected chapters are available as PDF-files on it's learning; no hard copy of the book needs to be purchased by the student.

### Recommended reading

#### Articles:

Every single teaching session will contain a series of relevant articles addressing the management accounting context and concepts from a broader managerial perspective. These articles are made available as PDFs on the

It's Learning e-learning platform. The total reading load, excluding cases, will average around 300 pages for the full course. The course calendar will contain a specific list of readings, each of which will be updated and changed for every single time this course is run; this in order to make the course as contemporaneous and practically relevant as possible. All literature and other course organisation information will be made available online well in advance of the formal start of the course

### **Course outline**

Topics covered include:

- cost concepts and product costing systems;
- cost estimation and cost behaviour;
- cost allocation systems and activity-based costing;
- customer profitability analysis.

### **Computer-based tools**

The course uses a series of computer-based tools such as the e-learning platform It's Learning as “electronic bookshelf”, social media for casework preparation and classroom online interaction, and other collaboration and communication tools for student-to-student interaction at case group and at classroom levels. These communication tools are selected by the students and will necessarily change with the speedy evolution of portable ICT devices and applications.

All readings, slides (also of guest speakers), cases and other material will only be provided as downloadable PDF-files and not as hard copy.

Given the online communication, collaboration and information intensity of the course, students will receive a series of instructions on the ICT aspects of the course well in advance, so as to hit the ground up and running at start.

### **Learning process and workload**

1 ECTS credit corresponds to a workload of 26-30 hours.

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

The course is designed as a continuous flow of interaction and exchange that is not limited to the days of face-to-face classroom encounters. The course starts online several weeks in advance of the classroom sessions and will terminate online one week after the classroom sessions. Participants can expect an intensive exchange of information and frequent online communication, before, during and after the course. The teacher is an active participant in these learning dialogues and will not limit himself to a classroom lecturing presence.

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 are purposely selected to reflect the context of managerial interpretation and meaning, and are not to be considered as enriched computational exercises. Cases will change and be updated every single teaching period.

Two sorts of cases are used: case-related topics presented by guest speakers and class members (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. Class members sharing their experience via a personalized case will receive the maximum participation grade score for the relevant part of the day.

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

Attendance to all sessions in the course is compulsory. If you have to miss part(s) of the course you must ask in advance for leave of absence. More than 20% absence in a course will require retaking the entire course. It's the student's own responsibility to obtain any information provided in class that is not included on the course homepage/ It's learning or other course materials

### **Examination**

Participation (individual) 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.

This is a course with continuous assessment (several exam elements) and one final exam code. Each exam element will be graded using points on a scale (e.g. 0-100). The elements will be weighted together according to the information in the course description in order to calculate the final letter grade for the course.

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or

where class participation can be one of several elements of the overall evaluation

**Examination code(s)**

GRA 81991 - Continuous assessment; counts for 100 % to pass the course GRA 8199; 3 credits

**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 continuous assessment, the whole course must be re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.

**Additional information**