



APPLIES TO ACADEMIC YEAR 2015/2016

BØK 3551 Practical Managerial Accounting and Control

Programme

Bachelor of Arts Management (2. year), Bachelor of International Marketing (2. year), Bachelor of Marketing Management (2. year), Bachelor of PR and Market Communication (2. year), Bachelor of Retail Management (2. year)

Responsible for the course

Tor Tangenes

Department

Department of Accounting - Auditing and Business Analytics

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.
- Business planning by means of budgets.
- 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.
- ABC-costing.

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 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 allocation and analysis of costs in an activity structure.

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:

Gjønnnes, Svein H. og Tor Tangenes. 2013. Arbeidsbok til Økonomi- og virksomhetsstyring. 2. utg.

Fagbokforlaget

Gjønnnes, Svein H. og Tor Tangenes. 2016. Økonomisk Styring 2.0. Fagbokforlaget

Recommended reading

Course outline

Part 1: Planning and management of the value creation process

Management accounting and control - the shape of a new paradigm
Strategic goals and objectives

The Strategy Map
 Measures: validity and reliability
 The Budget Roles in the new paradigm
 The Budget as a Tool to Test the Financial and Capacity Impacts of Company Plans

Part 2: Decision Support for value creation

Value Drivers, Cost Drivers and Value Chain Analysis
 Cost Analysis
 ABC-Costing

Computer-based tools

Students are expected to use spreadsheets (e.g. Excel) when solving and submitting assignments.

Learning process and workload

The course consists of lectures, assignment reviews by the lecturer and self-tuition (reading the syllabus and doing exercises/assignments). Each student must hand in three 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 It's Learning assignments (approx. 3,5 hours per assignment)	12
Preparation for exams	35
Recommended total use of hours	200

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).

For students to receive feedback on their progress and to enable them to gain experience in solving exam relevant tasks, there will be posted automatically tests on Itslearning during the course.

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:

Activities	Hours
Participation in theory-based lectures	8
Preparations for case solutions, individually and team-based, organized by the students	30
Work with the literature, assignments, and It's Learning activities	127
Preparation for exams	35
Recommended total use of hours	200

Use of hours

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 BI approved exam calculator. Examination support materials at written examinations are explained under examination information in the student portal @bi. Please note use of calculator and dictionary in the section on support materials (https://at.bi.no/EN/Pages/Exa_Hjelpemidler-til-eksamen.aspx).

Re-sit examination

Re-sit examination is offered every term.

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