

VT Management Accounting	
Code: IM4MGAC.VT	
Lecturers Prof. Dr. Joeris Prof. Dr. Warkotsch Roberto Livieri	Module Coordinator Prof. Dr. Warkotsch
Intended Learning Outcomes Cost Management <ul style="list-style-type: none"> ● Students will have a comprehensive understanding of the necessity to optimise corporate cost structures. ● Students will be able to identify problem areas in real-life companies and to select adequate cost management tools for these problems. ● Students will be able to apply the common instruments of cost management to standard use cases. Advanced Controlling <ul style="list-style-type: none"> ● Students will have knowledge of the application potential of IT-supported management accounting. ● Students will be able to apply standard software such as MS Excel and SAP R/3 CO to common use cases in practice. ● Students will be able to develop individual solutions for specific problem areas in planning, control and reporting. Functional Controlling <ul style="list-style-type: none"> ● Students will have a comprehensive understanding of functional or divisional problem areas and application fields of management accounting. ● Students will be able to compare and assess different management accounting tools. ● Students will be able to apply functional and divisional management accounting tools to common use cases. Controlling Tools <ul style="list-style-type: none"> ● Students will have a comprehensive understanding of different budgeting methods and be able to explain the weaknesses of each approach. ● They will be able to set up budgets for simple business cases. ● Students will be able to calculate variances for different business cases and also be able to explain the meaning of the calculated figures. ● They will have a comprehensive understanding about the cause and effect chains of a strategy map and will be able to explain the connection between a strategy map and the balanced scorecard. ● They will have the ability to develop a balanced score card in a given business case. ● They will know about different performance measures. 	
Content Courses in the Module <ul style="list-style-type: none"> ● Controlling Tools (2 contact hours, Prof. Dr. Joeris) ● Advanced Controlling (2 contact hours, Prof. Dr. Warkotsch, Roberto Liveri) ● Functional Controlling (2 contact hours, Prof. Dr. Warkotsch) ● Cost Management (2 contact hours, Prof. Dr. Warkotsch) 	

Detailed Course Description

Advanced Controlling

- Fundamentals and fields of application of IT-based management accounting
- Potential support of MS standard software for planning, control and reporting
- Case studies in SAP R/3 CO

Functional Controlling

- Fundamentals of functional controlling, transfer of management accounting concepts to corporate functions and divisions
- Procurement controlling
- Production controlling
- Cost controlling
- Green controlling

Cost Management

- Fundamentals of cost management
- Fixed cost management
- Overhead cost management
- Activity-based costing/management
- Product life cycle costing/management
- Target costing
- Cost benchmarking

Controlling Tools

- Budgeting
- Activity-based budgeting
- Variance analysis
- Balanced scorecard
- Performance measurement
- Reporting

Teaching & Learning Methods

- Interactive lectures
- Workshops and teamwork
- Case studies
- Field trips to companies
- Clicker assessment systems

Media

Presentations with projector / whiteboard

Relation / Interface to other Modules

- This study focus is based on the fundamental contents of "Financial Controlling & Reporting".
- If the student wishes to focus on finance as part of his/her studies, this study focus can be paired effectively with "Corporate Finance" and "International Accounting".

Additional Information

Literature

Compulsory Reading

- Notes and handouts from the course
- Literature recommended in class

Additional Recommended Reading

- Chris Chapman, Oxford, 2005
- J. Weber; U. Schäffer: Introduction to Controlling, Stuttgart, 2008
- Jae Shim; Joel Siegel: Modern Cost Management and Analysis, 3rd edition, New York, 2009
- E. Blocher; G. Stout; G. Cokins: Cost Management. A Strategic Emphasis. 6th edition, New York, 2012
- Neely, Sutcliff, Heyns: Driving Value Through Strategic Planning and Budgeting, New York, 2001
- Robert Kaplan; David Norton: Balanced Scorecard Translating Strategy into Action, Harvard, 1996
- Bartlett, Ghoshal, Birkinshaw: Transnational Management, Boston, 2003
- Richard Lynch: Corporate Strategy, Harlow, 2006
- Current management and controlling magazines and journals such as Controlling&Management Review; Controller Magazin, Financial Management and Harvard Business Review.

Organisation

ECTS Credits 12	Contact Hours 8	Language of Instruction English
Type of Module Study focus	Offered Winter semester	Duration 1 semester
Semester of Study 3 rd year, 5 th till 7 th semester		
Prerequisite for Participation <ul style="list-style-type: none"> • See §6 Study- and Examination Regulations • Having passed the “Financial Controlling & Reporting” exam 		
Recommended Knowledge and skills from: <ul style="list-style-type: none"> • “Management Accounting”, “Fundamentals in Business”, “Introduction to Finance and Financial Accounting” 		
Total Workload and Breakdown of Credits 12 ECTS credits: 360 hours, made up of:		
Course Attendance 90 hours	Preparation / Homework / Self-study 150 hours	Time for Exercises and Group Work ---
Semester Project / Presentation Preparation 60 hours	Exam Preparation 60 hours	Duration of Examination 120 minutes
Prerequisite for Award of Credit Points <ul style="list-style-type: none"> • Written exam; compulsory attendance at workshops and presentations • Throughout the semester there are case studies, discussions, home work, projects and presentations in addition to the courses. These elements are mainly intended to broaden the students’ understanding of the content presented but they can also make up part of the examination requirements. 		

<p>Prerequisite for Award of Credit Points Written examination Course work Presentation</p>	<p>Weighting of Final Grade Written examination:</p> <ul style="list-style-type: none">● 25% cost management● 25% advanced controlling● 25% functional controlling● 25% controlling tools <p>Presentations, case studies etc. can make up part of the final grade.</p>
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