

Wahlpflichtfach in den Bachelorstudiengängen (Bachelor of Arts) aus dem Wahlpflichtbereich Management Accounting & Management Control (2 Module)

Management Accounting & Management Control B:
Accounting Information and Decision Influencing

Teaching load 4 hours per week

ECTS Credit points 5 = 150 hours

Lecture:	60 hours = 15 x 4 hours per week
Self-study:	90 hours
	➤ exercises, case studies
	➤ reading

Lecturer Prof. Dr. Peter Schuster

Course objective and Learning Outcomes

Learning Objectives:

- Understand the range and contents of cost management
- Present the value chain analysis and the strategic cost analysis as an extensive draft of strategic management accounting
- Use activity-based costing for cost management
- Understand target costing
- Understand basic ideas of life cycle costing
- Understand the variance analysis' functions
- Understand the problems of the variance analysis and its significance and informational value
- Compare different methods of variance analysis
- Determine and discuss typical cost, revenue and contribution margin variances
- Analyse variances on account of (assumed) intended behavioural changes in the framework of an agency model
- Understand the reasons for the coordination requirement
- Analyse the functions of budgeting
- Show the interactions of budgeting and manager's appraisal with the solution of the coordination problems

	<ul style="list-style-type: none"> Analyse incentives and the role of participation in the budgeting process <p>Learning Outcomes:</p> <p>Introduction to and understanding of management accounting information as used for decision influencing (within the framework of assessing the main functions of management accounting, and in this module: behaviour guiding).</p> <p>The course aims at providing a specific perspective on management accounting, as represented by the book used (Ewert, Wagenhofer, Schuster).</p>
Course contents	<p>1. Cost Management</p> <ul style="list-style-type: none"> Activity-based Costing Target Costing Life Cycle Costing <p>2. Variance Analysis</p> <ul style="list-style-type: none"> Functions of variance analysis The variance analysis process Examples of cost, revenues, price and contribution margin variances <p>3. Coordination, Budgeting and Incentives</p> <ul style="list-style-type: none"> Responsibility in decentralised organisations Budgeting and the "master budget" Budgeting, participation and incentives
Suggested reading	<ul style="list-style-type: none"> ➤ Ewert, R., Wagenhofer, A.; Schuster, P.: Management Accounting, Springer-Verlag, 2011 (in preparation) ➤ Schuster, P.: Management Accounting & Management Control CD Rom (latest version) ➤ further references will be given during the class
Teaching methods	<ul style="list-style-type: none"> Lectures Discussion Discussion of exercises Case studies
Grading	final exam (100% of the grade)
Teaching language	English