

Teaching guide

IDENTIFICATION DETAILS

Degree:	Business Administration and Management		
Field of Knowledge:	Social and Legal Science		
Faculty/School:	Legal and Business Science		
Course:	MANAGEMENT CONTROL		
Type:	Compulsory	ECTS credits:	6
Year:	3	Code:	7130
Teaching period:	Fifth semester		
Area:	Business organisation		
Module:	General and strategic business administration		
Teaching type:	Classroom-based		
Language:	English		
Total number of student study hours:	150		

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SUBJECT DESCRIPTION

The course "Management Accounting " presented as an object of knowledge techniques that help to the decision making in the company to achieve the strategic objectives of the Organization and to develop systems of planning, monitoring and evaluation of performance

GOAL

The objective of management control is that at the end of the course, the student is able to employ the tools and management techniques that allow establish objectives in the different areas of responsibility, evaluate the results, with special attention to the budgeting process and the scorecard, as well as knowing and understanding the importance of the development of the systems of management control within the company to facilitate their strategic development

The specific aims of the subject are:

Contribution margin and Decisión making

Budgeting proceses: income statement, balance sheet and cash flow

Budget variances analysis

Develop integral balance scorecard

PRIOR KNOWLEDGE

Basic previous knowledge of financial and cost accounting and company management and organization

COURSE SYLLABUS

- I. Introduction to cost terms - Comparing the functional income statement and the traditional income statement
 1. Distinguish among service, merchandising, and manufacturing companies
 2. Product Costs and period Costs
 3. Cost Classifications:
 4. Direct costs and indirect costs
 5. Fixed and variable costs
- II. Cost volume profit analysis- Chapter 3
 1. Basic concepts:
 - Differential costs
 - Contribution margin
 2. Cost volume profit
 3. Break even point
- III. Budgeting and Standard costs- Chapter 6
 1. Advantages of Budgets
 2. The master budget.
 3. Steps in developing and operating a budget
 4. The financial Budget
 5. Standard costs (Page 227, 234, 257)
 6. Implementing standard costing
- IV. Flexible budgets, direct-cost variances and Management control- Chapter 7

1. Management uses of variances
 2. Multiple causes of variances.
 3. Flexible Budgets variance
 4. Price variances and Variance
 5. Management Control
- V-Direct costing and decisions on price and products. Making decisions with relevant information.
1. Installed capacity and managerial decisions
 2. Decisions about accepting or rejecting special orders.
 3. Decision about the product mix
- VI. Balanced Scorecard: Quality, time and the Theory of Constraints
1. Cost Categories in a cost-of-quality program
 2. Non financial quality measures of customers satisfaction
 3. Identify quality problems
 4. Identify cost and benefits of quality improvement programs
 5. Theory of constraints

EDUCATION ACTIVITIES

It has been established a teaching methodology based on experience, incorporating methods and educational technologies most appropriate to the objectives of the course. To achieve the above purposes, has undertaken a programme of adaptation and preparation of texts, documentation and study material using the necessary technological support for better communication and transmission. Inductive method, deductive method and the case method interspersed with theoretical concepts with the development of case studies at the end of each topic will be used. We will complete the course with the presentation in class by groups of a case study covering all the knowledge acquired in the four-month period. Exhibition classes: Exposure of a theoretical vision of the issues influencing key concepts for the understanding of them. Previously the student will participate in the preparation of some theoretical issues. Also, indicate the student recommended resources for the preparation of the subject in depth. Resolution of exercises: the student is confronted with practical cases and the teacher will guide you at all times. Once the work is complete, the assumptions will be corrected and analyzed by the students themselves in class. Team work: presentation and exhibition of works made eminently practical in equipment, which will be presented orally to the whole of the class, to delve into the basic educational principles. Personalized tutoring: consists of individual attention to the student with the aim to review and discuss the topics in class and to clarify the doubts that have arisen. It also focuses the student on all the elements that make up the learning process. Group mentoring: consists in the supervision of students who work as a team for the development of the same. In the tests of evaluation of the acquisition of content (tests), you may evaluate autonomous learning ability. SELF-study theoretical study: study of the contents of theoretical of the programme, in such a way that the student activity focuses on research and location. Practical study: resolution of practical assumptions, in a way that student. activity focuses on the analysis, processing and return of information. These practical cases will be collected by the teacher randomly. The same solution will be hung in the virtual classroom for your checking from the learner.

Preparation of cases for discussion in class: students will analyze the situations posed in actual cases applying the acquired knowledge and focusing them to decision-making. Teamwork: the student will meet with the members of his team for the design and development work to present in class. Virtual workspace network: virtual space designed by the teacher where students can work together with other colleagues, participate in forums organized by the Professor and maintain virtual tutoring. Virtual work in network used as the basic tool (<http://moodleufv.ufv.es/moodle/login/index.php>) VIRTUAL classroom. Tools that are enabled in the Web of this subject are the following: -calendar: is that the student is informed of the content of the classes that will be taught, prepare the exercises in advance and remember the dates of delivery of exercises, of jobs, of intermediate controls etc. It will be updated constantly. -Email: means of direct communication between the teacher and students and among the students themselves - educational guide: the subject so can check explained agenda or the criteria of evaluation among others. -Activities: a set of exercises that the students should develop in the course. There are two sections: additional exercises and self-assessment. -Material: set of content useful for the student in preparation for classes, work and assumptions. For example, the summary of the presentations of the professor in class, content of the work to be carried out during the course and everything that favours the connection between the content of the programme and the business reality of the moment: clippings from newspapers, ads, business cases--each student must enroll in the aula virtual at the beginning of the course.

DISTRIBUTION OF WORK TIME

CLASSROOM-BASED ACTIVITY	INDEPENDENT STUDY/OUT-OF-CLASSROOM ACTIVITY
60 hours	90 hours
Lectures 20h	Self study (theory and practice) 50h

20h Exercises solving 20h Case studies 9h Team work 5h Tutorial 1h Evaluation 5h	Case study for class discussion 20h Team work 15h Virtual work 5h
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SKILLS

Basic Skills

Students must have demonstrated knowledge and understanding in an area of study that is founded on general secondary education. Moreover, the area of study is typically at a level that includes certain aspects implying knowledge at the forefront of its field of study, albeit supported by advanced textbooks

Students must be able to apply their knowledge to their work or vocation in a professional manner and possess skills that can typically be demonstrated by coming up with and sustaining arguments and solving problems within their field of study

Students must have the ability to gather and interpret relevant data (usually within their field of study) in order to make judgments that include reflections on pertinent social, scientific or ethical issues

Students must be able to convey information, ideas, problems and solutions to both an expert and non-expert audience

Students must have developed the learning skills needed to undertake further study with a high degree of independence

General Skills

To have developed the necessary skills to ensure problems are solved and goals are reached.

To have developed the necessary skills for effective organisation and planning in order to obtain improved business administration and management.

To seek, find and analyse diverse information from various sources.

To develop oral and written communication skills in a native and foreign language.

To be able to apply relevant IT knowledge to the field of study.

To possess a strong work ethic.

To enjoy a creative and entrepreneurial spirit.

Specific skills

To develop criteria for problem-solving and decision-making both professionally and personally.

To be able to structurally organise all types of company resources in order to reach company goals.

To design and administer the management control systems of a company as part of the strategic planning process.

To develop oral and written communication skills.

To be able to effectively use those tools needed for giving presentations.

To possess the required sensitivity and grace to act in accordance with the basic principles of ethics and social responsibility in the professional and personal spheres of life, knowing how to resolve and address any conflicts of interest that may arise between them.

To be able to put knowledge into practice.

LEARNING RESULTS

Develop criteria for problem-solving and decision-making both professionally and personally.

Is able to structurally organise all types of company resources in order to reach company goals.

design and manage the management control systems of a company as part of the strategic planning process.

possess the required sensitivity and grace to act in accordance with the basic principles of ethics and social responsibility in the professional and personal spheres of life, knowing how to resolve and address any conflicts of interest that may arise between them.

Produce budgets and analyze deviations

Understand the balance scorecard and it's importance in managing a company

Have oral and written communication skills.

effectively use computer programs needed n this discipline

LEARNING APPRAISAL SYSTEM

Evaluation system differentiates between students in first enrollment, repeaters or students on Erasmus or with academic waiver. The following evaluation criteria is established:

I - Students who usually attend classes: A continuous evaluation system will be apply to, both regular and extraordinary calls. The weights are as follows:

- exercises solving (individual and groups) 25%
- Midterms and controls 25%

- Final exam 50% (minimum grades of 5 out of 10 to apply the continuous evaluation system

II - students with academic waiver that cannot attend classes, UFV students in Exchange and students in second calls will not be evaluated for the requirement of attendance and participation. Individual exercises 15% and the final exam 85%. -In the case of exchange students, it is their responsibility to inform themselves about the evaluation procedure.

For those students that do not meet the regular call requirements, the final extraordinary exam will have a weight of 85% and special exercises might be demanded with a weight of 15%

All evaluation tests are subject to the established rules of evaluation set up by the directors of the degrees in business administration and business and Marketing.

(*) A student can obtain academic waiver in one or several subjects for reasons of work, incompatibility of schedules, illness or others special situations. Appropriated documentation should be provided and is the student responsibility of the to Know the evaluation procedures

BIBLIOGRAPHY AND OTHER RESOURCES

Basic

HORNGREEN y FOSTER (2007) "Cost Accounting. A Managerial Emphasis" - 8ª Edition Prentice-Hall

PÉREZ CARBALLO y VEIGA, JUAN F. (2013) Control de gestión empresarial. 8ª Edición. Editorial:

ESIC MANUAL DE CONTROL DE GESTIÓN: INCLUYE CASOS PRÁCTICOS Escrito por Comisión de contabilidad de gestión de ACCID. Editorial Profit (2010)

Additional

NIVEN y KAPLAN (2003) "El cuadro de mando integral". Ed. Gestión 2000

DELGADO JALÓN, M. L. y DUARTE MONEDERO, B. (2007). "Fundamento para el cálculo de Costes" Editorial Netbiblo.

AECA (Asociación Española de Contabilidad y Administración de Empresas) (2001) "Gestión estratégica de costes".

AECA. AMAT SALAS, O.;CAMPA, F. Manual del Controller Editorial Profit (2013)