

# Syllabus

## *Course Description*

Course Title	Management Accounting and Control
Course Code	27336
Course Title Additional	
Scientific-Disciplinary Sector	ECON-06/A
Language	English
Degree Course	Bachelor in Economics and Management
Other Degree Courses (Loaned)	
Lecturers	Prof. Massimiliano Bonacchi, <a href="mailto:Massimiliano.Bonacchi@unibz.it">Massimiliano.Bonacchi@unibz.it</a> <a href="https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35968">https://www.unibz.it/en/faculties/economics-management/academic-staff/person/35968</a>
Teaching Assistant	
Semester	First semester
Course Year/s	3
CP	6
Teaching Hours	36
Lab Hours	6
Individual Study Hours	-
Planned Office Hours	18
Contents Summary	<p>The course teaches how to use accounting information for planning, analysis, and internal decision-making to effectively manage modern businesses.</p> <p>It focuses on leveraging data about products, processes, customers, and investments to assess profitability, set prices, manage portfolios, and support strategic and operational decisions.</p> <p>Emphasis is placed on internal reporting systems: we will examine cases where misleading information led to business failures and</p>

	study how top- performing firms design systems that create value.
<b>Course Topics</b>	<ul style="list-style-type: none"> <li>¿ Managerial information systems: theory and practice.</li> <li>¿ Normal absorption costing</li> <li>¿ Measuring and managing the cost of capacity</li> <li>¿ Activity-based costing</li> <li>¿ Customer profitability</li> <li>¿ Decentralization and performance evaluation</li> <li>¿ Introduction to business decisions: <ul style="list-style-type: none"> <li>• CVP analysis, Break-even point</li> <li>• relevant costs and relevant revenues</li> <li>• Asset-related costs and strategic issues</li> </ul> </li> <li>¿ Measuring and managing sustainability</li> </ul>
<b>Keywords</b>	cost accounting
<b>Recommended Prerequisites</b>	
<b>Propaedeutic Courses</b>	none
<b>Teaching Format</b>	Lecture with integrated case studies and guest lectures
<b>Mandatory Attendance</b>	Attendance is not compulsory but strongly recommended
<b>Specific Educational Objectives and Learning Outcomes</b>	<p>Knowledge and understanding</p> <p>Scope: understanding the enterprise</p> <p>knowledge of business and organisational models</p> <p>knowledge of management and organisational objectives, plans and functions</p> <p>knowledge of business decision-making methods and strategic management</p> <p>knowledge of decision-making concepts and models regarding new product launches, pricing, distribution channels and (digital) communication tools</p> <p>understanding of social responsibility, consumer protection, sustainable marketing</p> <p>knowledge of concepts, models and tools for critically analysing business and corporate strategies</p> <p>understanding of different management theories and organisational behaviour and their relevance to different business and economic contexts</p> <p>in-depth knowledge in international marketing, the management of multinational companies, the analysis of consumer behaviour or the management of operational and technical functions</p> <p>in-depth knowledge and understanding in management control</p>

	<p>knowledge of the mechanisms underlying effective communication of theoretical and empirical business arguments in three languages: Italian, German and English.</p> <p>Area: quantitative methods for decision-making</p> <p>knowledge of basic and intermediate level mathematical tools for understanding and analysing economic mechanisms through theoretical models and empirical applications</p> <p>knowledge of tools for static, dynamic, and comparative analysis of data on individuals, firms and economies</p> <p>knowledge and understanding of descriptive statistics, the fundamentals of probability theory and sample methods, standard distributions and their application to economic analysis as well as linear and non-linear regression</p> <p>understanding of parametric estimation and hypothesis testing</p> <p>Knowledge of computer tools necessary for reading and analysing economic data and models</p> <p>knowledge of the structure of computer networks, their main applications and security techniques as well as techniques for data collection, presentation and analysis using appropriate software</p> <p>knowledge of international accounting systems and the double-entry method for the recognition and measurement of business operations</p> <p>"understanding of financial statements</p> <p>"</p> <p>"in-depth knowledge of accounting data recognition or management control</p> <p>"</p> <p>Knowledge of the analysis method for estimating present values and discount factors for estimating the cost of capital and valuation of bonds and shares</p> <p>Knowledge of medium and long-term financial forecasting methodologies and sensitivity analysis with simulation under uncertainty to manage risks in corporate and international finance</p> <p>knowledge and understanding of the international financial environment, multinational risk defence techniques and competitive strategies adopted by global banks</p> <p>knowledge of the mechanisms underlying effective communication of quantitative topics in three languages: Italian, German and English</p>
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	<p>Ability to apply knowledge and understanding</p> <p>Area: understanding the enterprise being able to recognise and analyse the evolution of business structures and the development of organisational forms to be able to apply contextually appropriate management principles, theoretical models and empirical analysis tools to complex problems in typical management situations being able to apply concepts, models, tools and techniques suitable for analysing markets, market strategies, programmes and activities through teamwork, and to communicate research results in accordance with international professional standards in three languages: Italian, German and English being able to formulate strategies and identify critical steps in the implementation of a competitive strategy knowing how to apply the appropriate analysis tools and models to evaluate the strategic choices and strategies implemented by companies knowing how to use the specific tools of auditing in different contexts of business reality know how to communicate the results of strategic analyses prepared according to international professional standards in three languages: Italian, German and English</p> <p>Area: quantitative methods for decision-making being able to analyse (unconstrained) optimisation problems and mathematically interpret models of social and economic dynamics to formalise economic problems by means of mathematical models, to solve such problems and to interpret the results conceptually being able to analyse economic data using descriptive statics, parametric and non-parametric methods as well as linear and non-linear regression and interpret the results knowing how to apply international accounting standards to the various contexts of business reality knowing how to derive and interpret economic information taken from the web knowing how to use computers and computer networks to analyse large quantities of data in solving complex problems and to write theses and articles knowing how to evaluate fixed-income and equity financial instruments of companies listed on stock markets through the use</p>
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	<p>of spreadsheet programs</p> <p>knowing how to analyse financial statements by means of balance sheet ratios and communicate the results in accordance with international professional standards</p> <p>being able to apply the main theories on capital, foreign exchange and commodity markets to actually observed data, also in an international context</p> <p>knowing how to set up and carry out an empirical project using econometric software and financial or economic databases</p> <p>knowing how to use techniques for evaluating the performance of financial investments and understanding the price formation mechanisms of risky financial assets and spot and forward interest rates</p> <p>knowing how to work with basic and intermediate level mathematical tools, and basic level statistics, to study the behaviour of economic actors, from a theoretical and empirical point of view</p> <p>knowing how to analyse economic datasets using spreadsheets or other suitable software</p> <p>knowing how to use computer tools for the analysis of economies</p> <p>being able to communicate the results of quantitative analyses prepared according to international professional standards in three languages: Italian, German and English</p> <p><b>Making judgements</b></p> <p>identify the most important problems in complex decision-making situations</p> <p>carry out a critical analysis of the facts and situations to be addressed</p> <p>find the necessary information in databases, legal sources and literature</p> <p><b>Learning ability</b></p> <p>to analyse, critically process and integrate data, information and future experience, also using advanced software</p>
<b>Specific Educational Objectives and Learning Outcomes (additional info.)</b>	<p>Educational objectives:</p> <p>This course explores the use of accounting information for internal planning, analysis, and decision-making. The main objective of the course is to equip you with the knowledge to understand, evaluate, and act upon the many financial and non-financial reports used in</p>

	<p>managing modern firms.</p> <p>Learning outcomes Knowledge and understanding</p> <ul style="list-style-type: none"> <li>Relevance of management accounting for companies</li> <li>Integration of controlling into corporate philosophies</li> </ul> <p>Applying knowledge and understanding</p> <ul style="list-style-type: none"> <li>Application of management accounting to answer strategic and operative concerns</li> <li>Solution of specific concerns by applying selected controlling instruments</li> </ul> <p>Making judgments</p> <ul style="list-style-type: none"> <li>Explicit choice of management accounting instruments to answer specific concerns</li> </ul> <p>Communication skills</p> <ul style="list-style-type: none"> <li>Formulation of existing challenges and their discussion within the company to initiate concrete and explicit actions</li> </ul> <p>Learning skills</p> <ul style="list-style-type: none"> <li>To correctly apply management accounting instruments for specific concerns</li> <li>To secure long-term corporate success by correctly applying management accounting instruments</li> </ul>
<b>Assessment</b>	<p>Non-attending student: Written exam</p> <p>Attending students: Midterm, Class participation, and final written exam</p>
<b>Evaluation Criteria</b>	<p>Not Attending Students</p> <p>Not attending students are evaluated through a final exam (100%) that covers the following textbook Chapters: 1, 2, 3, 5, 6, 7, 10, 11, 12.</p> <p>Attending Students</p> <p>Student final grade will be a mixture of:</p>

	<p>1) Midterm and final written exam,</p> <ul style="list-style-type: none"> <li>- Clarity of answers and establish relationships between topics.</li> <li>- The higher grade obtained either in the midterm or final exam will count 50%, the weaker grade 40%.</li> </ul> <p>2) Class Participation (10%)</p> <ul style="list-style-type: none"> <li>- attendance, case preparation, in-class contribution</li> </ul>
<b>Required Readings</b>	
<b>Supplementary Readings</b>	
<b>Further Information</b>	<p>The required textbook is Managerial Accounting, by Garrison, Noreen, and Brewer, 18th edition. E-book link available on OLE course page.</p> <p>Attending Students:</p> <p>There are two copyrighted cases we will use: Seligram ETO and Infinity Bank (A).</p>
<b>Sustainable Development Goals (SDGs)</b>	Quality education