

**Management Accounting**

Code: 102373  
ECTS Credits: 6

Degree	Type	Year	Semester
2501572 Business Administration and Management	OT	4	1

**Contact**

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**Use of Languages**

Principal working language: catalan (cat)  
Some groups entirely in English: No  
Some groups entirely in Catalan: Yes  
Some groups entirely in Spanish: No

**Teachers**

Immaculada Vilardell Riera

**Prerequisites**

Before taking this course, it is recommended to have followed the course "Cost Accounting"

**Objectives and Contextualisation**

At the end of the learning the student will be able to:

- Assess the cost of a product or service and prepare the analytical income statement based on standard costs.
- Prepare operational and financial budgets.
- Describe the budget control process and the tools used in it.
- Prepare and interpret the information offered by budget control in the context of business decision-making.

**Competences**

- Generate and transmit the appropriate accounting information at all times to the information needs of different users.
- Organise the work in terms of good time management, organisation and planning.
- Select and generate the information necessary for each problem, analyse it and take decisions based on that information.
- Students must be capable of collecting and interpreting relevant data (usually within their area of study) in order to make statements that reflect social, scientific or ethical relevant issues.

**Learning Outcomes**

1. Develop information relating to a system of management accounting.
2. Organise work, in terms of good time management and organisation and planning.

3. Select and generate the information needed for each problem, analyse it and make decisions based on this information.
4. Students must be capable of collecting and interpreting relevant data (usually within their area of study) in order to make statements that reflect social, scientific or ethical relevant issues.
5. Using the tools of financial planning and budgeting of an organization

## **Content**

### Topic 1 The role of accounting information in management decision making

- 1.1 Management decision making
- 1.2 Cost and management accounting for decision making
- 1.3 Management accounting information and the quality of decision making
- 1.4 Value chain analysis: A framework for management accounting
- 1.5. Cost and decisions
- 1.6. Opportunity cost

### Topic 2 Cost concepts, behavior and estimation

- 2.1 Cost object
- 2.2 Cost behavior: capacity cost and variable cost
- 2.2 Capacity cost
- 2.3 Direct and indirect costs: process of indirect cost allocation

### Topic 3 Cost-volume-profit (CVP) analysis

- 4.1 Cost-volume-profit (CVP) analysis
- 4.2 Breakeven point
- 4.3 CVP analysis for a single product
- 4.4 CVP analysis for multiple products
- 4.5 Assumptions and limitations of CVP analysis

### Topic 4 Budgetary control

- 4.1 Budgeting - a tool for short- and longterm planning
- 4.1 Operational budget
- 4.2 Flexible budget and standard cost
- 4.3 Variance analysis
- 4.4. Flexible-budget variances and sales-volume variances

### Topic 5 DECOMPOSITION OF THE FLEXIBLE BUDGET VARIANCE

- 5.1. Profit impact of changes in sales price, sales quantity and sales mix
- 5.2. Price, volume, market-size, market-share and product-mix variances

5.3. Price and efficiency variances

5.4. Spending variances

5.5. Particular issues when using Full Costing

5.6. Effects of inventories

## Topic 6. ACCOUNTING INFORMATION FOR DECISION MAKING

6.1. Decisions about products and prices

6.2. The concept of relevance in Accounting

6.3. The link between long-run and short-run decisions

6.4. Analysis of common types of decision in organizations

## Methodology

Theoretical presentations by the instructor will be combined with the discussion of cases and readings and the solution of practical exercises. On a regular basis students will be assigned readings and problems, and they are expected to prepare these in advance of or during class sessions, as instructed.

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

## Activities

Title	Hours	ECTS	Learning Outcomes
Type: Directed			
Seminar sessions	17	0.68	1, 3, 5
Theory sessions	32.5	1.3	1, 3, 5
Type: Supervised			
Tutoring	7	0.28	2
Type: Autonomous			
Reading; Preparation of exercises and cases; Self-study	90	3.6	1, 2, 3, 5

## Assessment

Evaluation of this course will be carried out on a continuous basis. In particular, there will be two partial exams (weighing each 37,5% in the final grade) and every week exercises will be collected (25% weight). The exercises will be collected by the instructors during the course, typically during the practical class sessions. If an exercise is assigned to be solved in class, it will only be collected during that particular class session; therefore these exercises cannot be handed in before or after the session, nor can they be handed in on behalf of the student by a third person.

If a student has obtained a score lower than 3,5 on, at most, one of the two partial exams, he or she will be allowed to repeat that particular test. Also students who have not reached a minimum score on exams or who

after averaging the three grade components obtain a final grade between 3,5 and 4,9, will be offered a reevaluation, consisting of an exam of the contents of the subject. Students who take this exam and pass, will get a overall numerical grade for the course will be a 5; if the student does not pass the retake, the overall numerical grade for the course will be the score that had been obtained before the reevaluation.

A student, who has taken part in one exam, will be considered as taking the course, and therefore will be given a numerical grade as described above. However, students not taking part in any exam will be considered as "not evaluated".

#### Calendar of evaluation activities

*"The dates of evaluation activities cannot be modified, unless there is an exceptional and duly justified reason why an evaluation activity cannot be carried out. In this case, the degree coordinator will contact both the teaching staff and the affected student, and a new date will be scheduled within the same academic period to make up for the missed evaluation activity."* **Section 1 of Article 115. Calendar of evaluation activities (Academic Regulations UAB).**

Students of the Faculty of Economics and Business, who in accordance with the previous paragraph need to change an evaluation activity date must process the request by filling out an Application for exams' reschedule

[https://eformularis.uab.cat/group/deganat\\_feie/application-for-exams-reschedule](https://eformularis.uab.cat/group/deganat_feie/application-for-exams-reschedule)

#### Grade revision process

After all grading activities have ended, students will be informed of the date and way in which the course grades will be published. Students will be also be informed of the procedure, place, date and time of grade revision following University regulations.

#### Retake Process

*"To be eligible to participate in the retake process, it is required for students to have been previously been evaluated for at least two thirds of the total evaluation activities of the subject."* Section 3 of Article 112 ter. The recovery (UAB Academic Regulations).

#### Irregularities in evaluation activities

In spite of other disciplinary measures deemed appropriate, and in accordance with current academic regulations, *"in the case that the student makes any irregularity that could lead to a significant variation in the grade of an evaluation activity, it will be graded with a 0, regardless of the disciplinary process that can be instructed. In case of various irregularities occur in the evaluation of the same subject, the final grade of this subject will be 0"*. **Section 10 of Article 116. Results of the evaluation. (UAB Academic Regulations).**

### Assessment Activities

Title	Weighting	Hours	ECTS	Learning Outcomes
Exercises	25%	0	0	1, 2, 4, 3, 5
First exam	37,5%	1.75	0.07	1, 2, 4, 3, 5
Second exam	37,5%	1.75	0.07	1, 2, 3

### Bibliography

#### Required textbook

- AECA (2013) *Contabilidad de gestión para la toma de decisiones*. Hi ha versió e-book
- AECA (1998) *Costes estándares y análisis de desviaciones*. 2a. edició. Hi ha versió e-book
- Horngren CT, Datar SM and Rajan M. (2012) *Contabilidad de Costes. Un enfoque gerencial*. Pearson Educación. <https://elibro.net/es/ereader/uab/37883>

#### Additional readings

- Asociación española de contabilidad y administración de empresas. La contabilidad de gestión. Serie de principios de contabilidad de gestión. AECA.
- Técnica contable y financiera. Selected items. Available at Servei de Biblioteques de la UAB.

## **Software**

To solve the exercises, the Excel spreadsheet program will be used.