



<b>Name</b>	MANAGERIAL ACCOUNTING
<b>Component Modules</b>	-
<b>Subject area</b>	SECS-P/07
<b>Academic year and semester</b>	2nd year, 2nd semester
<b>Language of instruction</b>	English
<b>ECTS</b>	6
<b>Number of hours of lectures</b>	36
<b>Teachers</b>	
<b>Expected learning outcomes</b>	<p>At the end of the course, the student understands the most important aspects that characterize management control systems. In particular, the student has an in-depth knowledge of the techniques of quantitative determination of production costs and the most relevant methodological aspects that support, from a quantitative point of view, planning activities and decision-making processes.</p> <p>Furthermore, at the end of the course, the student is able to use the different management control methodologies in different business contexts. In particular, it is able to determine production costs, measure deviations and support decision-making through the production of data and information.</p> <p>At the end of the course, the student also develops the ability to identify the most appropriate quantitative methodologies for measuring objectives and results. In addition, it develops the ability to critically interpret and read data and information produced by control systems.</p> <p>Finally, the student develops specific communication skills in the field of management control and measurement of production costs. In this perspective, the student should be able to communicate appropriately, within the organization and in the working groups, on the technical issues of programming and control. Furthermore, the student is able to prepare clear reports that explain the results of the analyses in a comprehensible way.</p>
<b>Syllabus</b>	<p>In the first part of the course, the characteristic features of management control systems are outlined. The second part is entirely dedicated to the analysis of the methodologies for the quantitative determination of production costs: traditional methodologies (cost centers) and advanced methodologies (activity-based costing); cost measurement techniques in different production contexts (custom and process production); methodologies for measuring costs at estimated values (standard costs and normalized costs); analysis of cost variances. The third part of the course focuses on the analytical detection of costs and revenues (methods and flows). Finally, in the fourth part of the course, the methodological aspects related to short-term decisions are explored: analysis of measurement systems with direct variable cost; Identification of information relevant to making choices.</p>
<b>Teaching and learning methods</b>	<p>Teaching is mainly delivered through lectures. In addition to lectures, the course also involves a number of hours of interactive teaching (at least one hour for each ECTS).</p> <p>The teaching method is based on the combination of theoretical arguments with exercises and case studies, so that students can develop a full understanding of the programming and control issues as well as an adequate ability to use the tools, techniques and methodologies of quantitative analysis covered by the course.</p> <p>In addition, the course includes the possibility for attending students to take part, on a voluntary basis, in a fieldwork in small groups (max 5 people). This activity is aimed at the analysis or implementation, in the company under study, of the programming and control tools proposed in the course (analytical accounting, cost center accounting, activity-based costing, standard costs, variance analysis, cost detection systems on order and by process, short-term decision support tools).</p>
<b>Evaluation methods</b>	<p><u>Attending students</u></p> <p>Attending students have the opportunity to take a written mid-term test and a final written test. The mid-term exam (to be held on the date that will be communicated during the course) will focus on the topics covered from lesson 1 to lesson 13. The test will consist of 20 multiple-choice questions, aimed at assessing the full understanding of the fundamentals of management control systems and cost measurement systems, and 3 exercises, aimed at assessing the ability to apply the tools and methodologies of cost measurement; In addition, the exercises are geared towards assessing, from a perspective of communication skills, the student's ability to prepare clear reports. In order to assess the student's autonomy of judgment, the mid-term test will also include a section dedicated to the analysis and interpretation of the results obtained in the exercises.</p>



	<p>The final exam (to be held on the date that will be communicated during the course) will focus on the topics covered from lesson 14 to lesson 19. The test will consist of 15 multiple-choice questions, aimed at assessing the full understanding of the methodological aspects related to the analytical detection of costs and revenues, cost-volume-results analysis, decision-making, and 3 exercises, aimed at assessing the ability to apply these methodologies in practice. In addition, the exercises will also assess, with a view to communication skills, the candidate's ability to prepare clear reports. In order to evaluate the candidate's autonomy of judgment, the final exam will also include a section dedicated to the analysis and interpretation of the results obtained in the exercises.</p> <p>Attending students can alternatively take the general exam consisting of 1) a written test, including 3 exercises, which aim at assessing the candidate's ability to use different management control methodologies in different business contexts (with particular reference to the determination of production costs, the measurement of deviations, the production of information for decision-making), and 2) an oral exam, which aims at assessing the full understanding of the techniques for quantitative determination of production costs and the most relevant methodological aspects that support, from a quantitative point of view, programming activities and decision-making processes. In addition, as far as communication skills are concerned, the written test will assess the candidate's ability to prepare clear reports, while the oral test will assess their ability to use specific terminology in terms of management control and measurement of production costs. Finally, the oral exam will also evaluate the candidate's ability to analyze and interpret the results obtained in the written test.</p> <p>Students who have participated in group work must also produce a final collective report and discuss its contents, which will contribute to assessing the students' ability to apply knowledge and understanding, as well as their autonomy of judgment and communication skills.</p> <p><u>Non-attending students</u></p> <p>Non-attending students must take the general exam, which consists of 1) a written test, including 3 exercises aimed at assessing the candidate's ability to use the different management control methodologies in different business contexts (with particular reference to the determination of production costs, the measurement of deviations, the production of information for decision-making), and 2) an oral test, which will assess the candidate's full understanding of the techniques for the quantitative determination of production costs and the most relevant methodological aspects that support, from a quantitative point of view, planning activities and decision-making processes. In addition, from the point of view of communication skills, the written test will assess the student's ability to prepare clear reports, while the oral test will assess their ability to use specific terminology in terms of management control and measurement of production costs. Finally, the oral exam will also evaluate their ability to analyze and interpret the results obtained in the written test.</p>
<b>Assessment methods</b>	<p>The assessment of learning involves the assignment of a final grade expressed in thirtieths.</p> <p><u>Attending students: Mid-term and final exam</u></p> <p>The marks of the mid-term and final exams are expressed in thirtieths. The final grade is the weighted average between the grade of the written intermediate test and that of the final written test (the intermediate test weighs 60%; the final exam weighs 40%). However, the exam is considered passed only if the sufficiency is achieved in both the intermediate and final tests. Consequently, only those who have achieved a pass mark in the intermediate test can access the final exam.</p> <p>In both the mid-term and final exams, multiple-choice questions weigh 50% and the 3 exercises (including the analysis and interpretation of the results obtained from them) for the remaining 50%.</p> <p>Group work will be subject to incremental evaluation (from 0 to 3 points) in relation to the content of the report and its discussion.</p> <p><u>Attending students: General exam</u></p> <p>The marks of the written and oral tests are expressed in thirtieths. The final grade is the arithmetic average between the grade of the written test and that of the oral test. However, the exam is considered passed only if the written and oral tests are passed in the written and oral tests. Consequently, only those who have achieved a pass mark in the written test can access the oral test.</p> <p>For the purposes of the assessment, comprehension of the topics, application of tools and methodologies, clarity and propriety of language, and autonomy of judgment are taken into account.</p> <p>Group work will be subject to incremental evaluation (from 0 to 3 points) in relation to the content of the report and its discussion.</p> <p><u>Non-attending students: General exam</u></p> <p>The marks of the written and oral tests are expressed in thirtieths. The final grade is the arithmetic average between the grade of the written test and that of the oral test. However, the exam is considered passed</p>



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<b>Prerequisites</b>	<p>There are no prerequisites.</p> <p>However, in order to successfully participate in the course, it is strongly recommended that students should have an adequate knowledge of the contents covered by the Business Administration and Management courses.</p>
<b>Teaching materials</b>	<p>Teaching material to support learning: Horngren C.T., Sundem G.L., Stratton W.O., et al., Introduction to Management Accounting, Pearson Prentice Hall.</p> <p>Didactic materials provided by the teacher.</p> <p>Workbook provided by the teacher.</p>