

Number of ECTS credits : 5

Course language : English

Course leader : TAIBI SQUAD

Speakers : BELUSIC Christopher , BONIN Florence , ERVAIS Jean-brice , LANDRON Etienne , REQUILLART Christelle

COURSE DESCRIPTION

The course introduces the student to basic management accounting tools and techniques useful to analyse complex situations, choose between options and anticipate future outcomes of present decisions. The lectures will introduce fundamental management accounting concepts providing participants with a solid understanding of technical issues in the design and functioning of budgets and reporting. Participants will therefore be made familiar with forecasts and variance analysis. **This course requires a prior understanding of basic concepts of financial accounting (P&L; Balance Sheet; Cash Flow Statements) and prior knowledge of Cost accounting methods and Cost Volume Profit analysis.**

COURSE OBJECTIVES

Upon successful completion of this course a student will be able to:

- Participate to budgeting and reporting procedures
- Implement sound reasonings grounded on management accounting concepts
- Use appropriate management accounting tools in decisions making
- Plan resources (material, technical,...)
- Assess financial implications of decisions

Develop an understanding of:

- methods and techniques of forecasting
- the formulas used in budget control (variances)

LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	L02 - Analyse complex situations
Outcomes	Lev. 2 - Formulate hypotheses to understand a complex situation, in a structured way, by mobilizing disciplinary frameworks if necessary
C4B learning goal	LG2 - Action
C4B learning objective	L05 - Evaluate, prevent and manage short, medium and long-term risks
Outcomes	Lev. 1 - Locate and state overall risks characterizing a situation

TACKLED CONCEPTS

- Forecasting techniques
- Reporting structure
- Budget control
- EBIT
- Profit & loss account
- Cash flow budget
- Variances (flexed budget & profit reconciliation statement).

LEARNING METHODS

Lecture, discussion, case analysis

EXPECTED WORK AND EVALUATION

Reading before sessions. Case studies preparation.

≡ BIBLIOGRAPHY

Loning, H., Malleret V., Méric J. and Pesqueux Y. (2016), Performance management and Control, Paris: Dunod (available online, see Blackboard)

≡ EVALUATION METHODS

30 % : Continus Assessment

70 % : Exam

≡ SESSIONS

1 Session 1: Introduction to the course

LECTURE & CASE STUDIES : 02h00

Superheroes case

2 Session 2: Part 1: Responsibility Centres and Transfer Pricing

LECTURE & CASE STUDIES : 02h00

Management control system: organisational consistency and performance indicators

Applix case study

3 Session 3: Part 1: Responsibility Centres and Transfer Pricing

LECTURE & CASE STUDIES : 02h00

The structuring of a company according to management control: responsibility centres (cost centres, revenue centres, profit centres and investment centres) and the issue of transfer pricing.

Case The same difference?

4 Session 4: Part 1: Responsibility Centres and Transfer Pricing

LECTURE & CASE STUDIES : 02h00

The structuring of a company according to management control: responsibility centres (cost centres, revenue centres, profit centres and investment centres) and the issue of transfer pricing.

Integra Case

5 Session 5: Part 2: Budgets and Forecast Financial Statements

LECTURE & CASE STUDIES : 02h00

Introduction to Budget Management

6 Session 6: Part 2: Budgets and Forecast Financial Statements

LECTURE & CASE STUDIES : 02h00

Budgeting process and organisation

Texas Rex case study

7 Session 7: Part 2: Budgets and Forecast Financial Statements

LECTURE & CASE STUDIES : 02h00

Process and budget organisation

Texas Rex case study (continued)

8 Session 8: Part 3: Budgetary control (calculation and variance analysis)

LECTURE & CASE STUDIES : 02h00

Budgetary control: variances on direct expenses

Case Nil Discrimination

9

Session 9 : Part 3 : Budgetary control (variance calculation and analysis)

LECTURE & CASE STUDIES : 02h00

Budgetary control: variances on indirect costs

Global Air case study

10

Session 10 : Part 3 : Budget limits

LECTURE & CASE STUDIES : 02h00

Trevino case

11

Session 11: Part 4: Environmental and Social Management Control

LECTURE & CASE STUDIES : 02h00

L'Oréal case

12

Session 12: Project Presentation and Review

ORAL PRESENTATION : 02h00

Project presentation and revision
