

**MINISTRY OF EDUCATION AND SCIENCE,  
YOUTH AND SPORTS OF UKRAINE**

**KHARKIV NATIONAL UNIVERSITY OF ECONOMICS**

**Syllabus of the academic discipline  
"MANAGEMENT ACCOUNTING"  
for full-time students of the training direction  
6.030601 "Management"  
of the specialization  
"Business Administration"**

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Thematic plan of the academic discipline and its content according to the modules and themes are given; plans of lectures, seminars and practical trainings, methodological guidelines for independent studies and criteria for students' knowledge evaluation are proposed.

It is recommended for students of the training direction 6.030601 "Management".

Подано тематичний план навчальної дисципліни та її зміст за модулями й темами; наведено плани лекцій, семінарських і практичних занять, методичні рекомендації до виконання самостійної роботи та критерії оцінювання знань студентів.

Рекомендовано для студентів наряду підготовки 6.030601 "Менеджмент".

## Introduction

The current stage of economic development is characterized by qualitative changes in management structure and techniques. Traditional accounting no longer satisfies the information needs of managers. Further development of market relations requires the formation of a new concept of the nature and content of accounting especially aimed at the information needs of internal users.

The law of Ukraine "On Accounting and Financial Reporting in Ukraine" distinguishes two types of accounting: financial accounting and management accounting and establishes the right of each company to design a "system and form of management accounting, reporting and control of business operations". This methodological approach facilitated the allocation of management accounting as a system, which is designed to meet the information needs of internal users of information in enterprise management.

The **purpose of the academic discipline** "Management Accounting" is to acquire knowledge and practical skills in generating information about operational activities of a company, as well as in making effective management decisions based on the use of such information.

The **objective of the academic discipline** is to get to know methodological and regulatory framework of management accounting, to gain skills of calculating costs of financial-economic activity of industrial enterprises, acquiring the ability to determine costs that are relevant to specific management decisions and to make management decisions based on the analysis of the relationship between costs, volume and income, to create budgets and to conduct budget analysis.

The **subject of the academic discipline** is accounting of costs and expenses, calculation of production costs, analysis of the relationship between costs, volume of production and profit, decision making based on the analysis of relevant information.

Introduction of the academic discipline "Management Accounting" to the curriculum will allow graduates to solve specific problems of cost accounting and decisions management, involves obtaining fundamental knowledge and practical skills to compile management reporting at industrial enterprises.

Structure of the academic discipline "Management Accounting" is shown in Table 1.

Table 1

### Structure of the academic discipline "Management Accounting"

Academic discipline: bachelor programme	Subject area; specialization; academic degree	Academic discipline features
Amount of credits according to ECTS – 3, including: subject modules – 1	Subject area: 0306 "Management and Administration "	Compulsory discipline. Academic year – 4. Term: 2(9)
Hours in the subject modules: module 1 – 108 hours, total – 108 hours	Specialization "Business Administration"	Lectures (theoretical training) – 18 hours. Practical (seminar) studies – 18 hours. Independent training – 72 hours
Weeks of teaching the academic discipline: 18 lessons per week: 2 hours	Academic degree: bachelor	Assessment: module test

During the course students receive the necessary knowledge and skills during classes (lectures and seminars), individual and independent training.

## 1. Qualifying Requirements for Students in "Management Accounting "

The theoretical bases of the discipline "Management Accounting" are such academic disciplines as "Management", "Economy of an Enterprise", "Accounting and Auditing". The discipline is studied simultaneously with "Economic Analysis", "Controlling" and focuses on the achievement of the synthesis of theory and practice that stimulates students to master certain skills.

As a result, a student should possess the following competencies (Table 2).

### Matching of capabilities with educational themes of the academic discipline "Management Accounting"

Cognizance	Ability	Communication	Self-sufficiency and responsibility	Theme
1	2	3	4	5
Competence: capacity to organize and implement management accounting, budgeting and cost calculation				
5 Knowledge of theory, principles and methods of organizing management accounting system	Ability to distinguish between financial and managerial accounting, and note the importance of specific rules to each	Ability to establish effective communication links between elements and operators of management accounting system	Ability to make own propositions upon the development of management accounting system	Theme 1. The purpose, content and organization of management accounting.
	Ability to define the core values of an organization			Theme 9. Analysis of relevant information for decision making
	Ability to describe and differentiate between planning, control, and decision-making functions			Theme 8. Budgeting and control
	Ability to explain why strategy, positioning, and budgets are important parts of the planning process			Theme 7. Accounting and control of responsibility centres
	Ability to describe recent innovations in production management and information systems: ERP, B2B, RFID, M2M			

Table 2 (continuation)

1	2	3	4	5
Competence: capacity to ensure timely collection and systematization of reliable information about actual and planned costs of financial and economic activity				
<p>9 Knowledge of theory, principles and methods of collection and systematization of reliable information about costs and expenses</p>	<p>Ability to distinguish between direct and indirect materials, direct and indirect labour; ability to identify costs that are typically regarded as part of manufacturing overhead</p>	<p>Ability to communicate with operators of management accounting system and decision makers in order to ensure accumulating and processing relevant information for decision-making</p>	<p>Ability to make timely management decisions in case of information lack and find additional sources of reliable information upon economic activity of an enterprise</p>	<p>Theme 2. Classification of costs and cost behaviour</p>
	<p>Ability to differentiate between a product (inventoriable) cost and a period cost</p>			<p>Theme 2. Classification of costs and cost behaviour</p>
	<p>Ability to differentiate between a variable cost, fixed cost, and mixed cost</p>			<p>Theme 2. Classification of costs and cost behaviour</p>
	<p>Ability to compare and contrast job order, processing, and activity-based costing methods</p>			<p>Theme 4. Methods of cost accounting and costing</p>
	<p>Ability to distinguish between absorption and direct costing techniques</p>			<p>Theme 4. Methods of cost accounting and costing</p>
	<p>Ability to develop an illustration that represents the typical content of a job cost sheet</p>			<p>Theme 5. Systems costs of total expenditures</p>
	<p>Ability to apply a process costing system</p>			<p>Theme 6. Calculation systems for variable costs</p>

Table 2 (continuation)

1	2	3	4	5
	Ability to apply a job order costing system			Theme 5. Systems costs of total expenditures
	Ability to calculate equivalent units of production, taking into account beginning work-in-process, and current period production amounts			Theme 6. Calculation systems for variable costs
	Ability to illustrate the fundamental mathematics of activity-based costing versus traditional approaches			Theme 5. Systems costs of total expenditures
Competence: capacity to determine the reserves to reduce costs and make effective management decisions to optimize costs				
Knowledge of theory, principles and methods of decision-making for cost optimization	Ability to differentiate between cutting costs and developing lean organization	Ability to establish effective communication links between centres of costs and expenses and centres of revenues and gains	Ability to be responsible for decisions upon cost optimization	Theme 7. Accounting and Control of responsibility centres
	Ability to apply the concept of economies of scale			Theme 3. Cost – volume – profit analysis
	Ability to identify the nature of a step cost, and cite the appropriate business strategy for dealing with step costs			Theme 7. Accounting and control of responsibility centres
	Ability to use a scattergraph, method of least squares, and the high-low method to sort the fixed/variable components of a mixed cost			Theme 2. Classification of costs and cost behaviour

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Table 2 (continuation)

1	2	3	4	5
∞	Ability to apply the mechanism of the high-low method			Theme 2. Classification of costs and cost behaviour
	Ability to prepare a "break-even graph, ability to perform break-even and target income computations			
	Ability to determine the impact of operating changes on break-even and other CVP computations			Theme 3. Cost – volume – profit analysis
	Ability to adjust CVP calculations for changes in fixed and variable costs			
	Ability to apply CVP analysis to firms with multiple products			
	Ability to perform calculations related to outsourcing decisions ("make or buy")			Theme 9. Analysis of relevant information for decision-making
	Ability to perform calculations for special order pricing decisions			Theme 5. Systems costs of total expenditures
	Ability to perform calculations for addition or deletion of products (or departments) in decision making			Theme 9. Analysis of relevant information for decision-making



Table 2 (continuation)

1	2	3	4	5
	Ability to calculate compound interest, future value and present value of lump-sum and annuity amounts			Theme 9. Analysis of relevant information for decision-making
Competence: capacity to prepare management reports containing information necessary for economic analysis, strategic, tactical and operational planning and control of financial and economic activity of industrial enterprises				
6 Knowledge of theory, principles and methods of preparing management reports	Ability to prepare the financial statements of a manufacturer	Ability to accumulate, sort, analyze, store and deliver information to decision-makers as reliable, clear and transparent business reports	Ability to make own propositions upon the development of document flow and the process of management reports preparation	Theme 4. Methods of cost accounting and costing
	Ability to demonstrate the expanded nature of a manufacturer's income statement			
	Ability to calculate cost of manufactured goods			
	Ability to diagram the cost flows within a manufacturing company			
	Ability to prepare journal entries to record direct and indirect materials and labour			Theme 2. Classification of costs and cost behaviour
	Ability to prepare typical entries related to the completion and sale of a manufactured product			

Table 2 (the ending)

1	2	3	4	5
10	Ability to prepare a cost of production report (using the weighted-average method)			Theme 4. Methods of cost accounting and costing
	Ability to prepare a sales budget, production budget, direct materials purchases budget, direct labour budget, factory overhead budget, selling and administrative expense budget, cash budget, and budgeted income statement and balance sheet			Theme 8. Budgeting and control
	Ability to prepare an absorption costing income statement and a variable costing income statement			Theme 5. Systems costs of total expenditure
	Ability to prepare contribution income statements for business segments			Theme 7. Accounting and control of responsibility centres

## 2. Plan of Themes of the Academic Discipline

While studying the discipline "Management Accounting" students should become familiar with the syllabus of the discipline, forms and methods of training, types of knowledge control. The plan of the discipline "Management Accounting" consists of a single module that integrates coherent block of curricular material.

Training is carried out in the following forms: lectures and workshops, individual and independent work of a student. In case of successful training students get 2 credits, corresponding to ECTS.

Structure of the academic discipline is shown in Table 3.

Table 3

### Structure of a test credit of the academic discipline

Theme	The amount of hours		
	Lectures	Practical studies	Independent studies
<b>Module 1. Classification, accounting and cost analysis for management purposes</b>			
Theme 1. The purpose, content and organization of management accounting	2	2	8
Theme 2. Classification of costs and cost behaviour	2	2	8
Theme 3. Cost – volume – profit analysis	2	2	8
Theme 4. Methods of cost accounting and costing	2	2	8
Theme 5. Systems costs of total expenditures	2	2	8
Theme 6. Calculation systems for variable costs	2	2	8
Theme 7. Accounting and control of responsibility centres	2	2	8
Theme 8. Budgeting and control	2	2	8
Theme 9. Analysis of relevant information for decision-making	2	2	8
Total	18	18	72

### **3. Content of the Academic Discipline according to the Modules and Themes**

#### **Module 1. Classification, accounting and cost analysis for management purposes**

##### **Theme 1. The purpose, content and organization of management accounting**

*1.1. The concept of "management accounting" and evolution of its content.*

The concept of management accounting in the international practice. History of the stages of development and management accounting. The definition of management accounting and its relationship with the concept of cost accounting. Methods of management accounting: normalization, grouping, summarizing, use of control accounts, limitation, budgeting. Limitations of management accounting: limitations of basic records, persistent efforts, wide scope, top-heavy structure, opposition to change, evolutionary stage

*1.2. Comparison of management, financial and tax accounting.*

Comparison of functions, methods and objectives of management and financial accounting. Nature, types, volume and users of information in the system of management and financial accounting. The impact of the changing environment of management accounting systems. Behavioural, organizational and social aspects of management accounting.

*1.3. Progressive management accounting systems.*

The organization of management accounting in the system of accounts in Ukraine and foreign countries. Features of primary documents for management and financial accounting. Fundamentals of workflow that meets the requirements of management and financial accounting and aims to improve accounting work.

##### **Theme 2. Classification of costs and cost behaviour**

*2.1. Laws and regulations that determine the composition of production costs.*

National Standard of Accounting 16 "Expenses" as the main legislative document that regulates the composition of production costs. The order of formation of the cost of goods (works, services) according to National

Standard of Accounting 9 "Inventories". Role of industry recommendations for the calculation of costs. Documents regulating the composition of expenditures of an individual enterprise.

### *2.2. Cost of product and its types.*

The concept of a cost of product. Methods of grouping costs. Types of expenses and purpose of their computation and use. Expenses, that are not included into the cost of product. The concept of total cost of production.

### *2.3. Classification of expenses.*

Classification of expenses with the aim to inventory valuation and determination of financial results: exhausted and inexhaustible, the cost of goods and expenses of the period, direct and indirect, base and overheads, elementary and compound; productive and non-productive, elements of costs and calculation items of costs. Classification of costs for decision-making: relevant and irrelevant, fixed and variable, marginal and average, actual and potential. Classification of costs for control: controllable and uncontrollable costs.

### *2.4. Cost behaviour.*

The concept of cost function and methods for determining the cost function. Factors that influence the behaviour of costs. Methods of cost management. Assignment of direct and indirect costs. Cost-benefit issues and cost systems design. Blanket overhead rates. Extracting relevant costs for decision-making.

## **Theme 3. Cost – volume – profit analysis**

### *3.1. Objectives and methods of analysis of the relationship "costs – volume – profit".*

The purpose of analyzing the relationship between costs, sales and profits. Application of cost – volume – profit analysis to longer-term time horizons. Mathematical methods for the analysis of the relationship "cost – volume – profit": equality method, the method of marginal income. Graphical methods of analysis: charting breakeven, graphics of relationship "cost – volume – profit", graphics of marginal income.

### *3.2. Break-even point and profit margin.*

The concept of "*break-even point*". Procedure for determining the break-even point. Essence and economic interpretation of marginal income. Using the ratio of marginal income to calculate the break-even point.

*3.3. Analysis of the sensitivity of profit to changes in costs, prices, and sales.*

Indicators of the impact of changes in sales on income: the coefficient of marginal revenue, margin, operational factor. Procedure for analyzing the impact of costs, prices and sales income on: comparative income statements (income), differential analysis, comparison of marginal revenue. The concept of "differential profit". Effect of cost structure on the results of financial and economic activity for different scenarios for development of target market.

*3.4. Relationship "cost – volume – profit" for firms producing several products.*

The order and purpose of calculation of the average marginal income. Combination of sale. Change in marginal income assortment shifts in production and sales. Rationale management decisions regarding the termination of the loss-making unit. The assumptions underlying the analysis of the relationship "cost – volume – profit".

#### **Theme 4. Methods of cost accounting and costing**

*4.1. Interconnection and interdependence of the concepts of "cost accounting" and "calculation". Objects of cost accounting and cost calculation.*

The concept of "cost accounting" and "costing", the relationship and differences between them. Procedure for calculating the production costs and cost of sales in financial accounting. Procedure for calculating the total unit cost of finished products in managerial accounting. Classification of costing systems based on objects of costing.

*4.2. Stages of accounting procedures for determining costs. Methods of cost accounting and costing methods.*

The accounting procedures for determining costs. Features of the method of calculation of actual costs: direct calculation method, the method of summation of costs, excluding the cost method, the method of distribution of compatible integrated production costs. Scope, advantages and limitations of the standart method of calculation.

*4.3. The order calculation system, methods for pricing.*

Source documents used in the calculation of costs orders. The distribution of total production and administrative costs between orders. Approaches to determine the contract price.

*4.4. The system of processes calculation, concepts of equivalent unit of finished product.*

Applications of processes costing system. Flow of production and costs in a processes costing system. Processes costing when all output is already complete. Processes costing with work in progress partially completed. Procedure for calculation of processes in evaluating stocks for disposal methods FIFO and average cost. The economic interpretation of the concept of "equivalent units of product".

*4.5. Joint and by-products costing.*

Distinguishing between joint products and by-products. Methods of allocating joint costs. Irrelevance of joint costing for decision-making. Accounting for by-products. By-products, scrap and waste.

*4.6. Costing systems DIRECT-COST and STANDART-COST.*

Comparison of the calculation procedures in management systems of complete and variable costs.

*4.7. Formation of expenses on accounts in the accounting and financial reporting.*

The order of formation of company's profit based on full costs and variable costs management systems. Disclosure of the composition and structure of costs in financial and management reporting.

## **Theme 5. Systems costing the expenses**

*5.1. The essence of the calculation system for full costs.*

Goals and benefits of system costing the total expenses. Source documents used within the calculation of the total expenses.

*5.2. Accounting for the direct production costs.*

Composition of direct production costs and procedures of accounting. Displaying production costs in the accounts of synthetic and analytical accounting.

*5.3. The distribution of production overheads.*

Stages of accounting procedures in the allocation of overhead costs to determine the cost calculation unit. Common base allocation of overhead service units when you turn them to the cost of production departments. Methods of distribution of production overheads: the method of direct distribution method of sequential allocation method for distribution of mutual services, the method of simultaneous distribution. Determination of the overhead allocation rate.

*5.4. The concept of related products. The order of evaluation work in progress.*

Necessity and procedure for determining the cost of related products. Methods of allocation of costs between compatible types of products: a method of natural units realizable value method, the method of net realizable value method (gross profit).

### **Theme 6. Calculation systems for variable costs**

*6.1. Marginal income in the calculation for variable costs.*

Procedure for calculating the marginal income. The value of marginal income in the calculation for variable costs.

*6.2. Basic principles of costing for variable costs.*

Essence, principles and procedures of accounting in the calculation for variable costs.

*6.3. Advantages and disadvantages of variable costs calculation. Features calculation based activities.*

Positive and negative characteristics of accounting information systems costing from variable costs to justify management decisions. The essence and scope of calculation and the basis of activity.

### **Theme 7. Accounting and control of responsibility centres**

*7.1. Concept of accounting and evaluation of responsibility centres. Types of responsibility centres.*

The concept of "centre of responsibility". Advantages and disadvantages of decentralization. Principles of accounting and evaluation of responsibility centres. Types of responsibility centres: centres of cost centres of revenue, profit centres, investment centres. Criteria for selecting indicators to assess the performance of responsibility centres.

*7.2. Accounting and evaluation of responsibility centres.*

Accounting and evaluation of cost centres. Accounting and valuation of revenue centres. Valuation and accounting of profit centres.

*7.3. Construction of the accounting responsibility on the basis of standard costs for the method of "tariff-time machine".*

Approaches to building accounting responsibility for technological processes. Advantages of liability on the basis of standard costs method "tariff-time-machine" for making managerial decisions.



#### *7.4. Procedure for analysis of liability centres based on standard costs.*

Basic theoretical and current standards and norms of usage. Components of calculation of standard costs. Analysis of deviations from the set standards and norms of consumption. The concept of "flexible budget". Using flexible budgets for the analysis of responsibility centres.

#### *7.5. Evaluation of investment centres. Transfer pricing.*

Calculation and analysis of investment profitability. The main indicators used in justifying management decisions on investment projects. The concept of "transfer price". Procedure for calculating the minimum transfer price. Factors that affect the establishment of transfer prices. Methods of transfer pricing. The procedure of recording the purchase of stocks in transfer prices. Benefits of using transfer pricing for multinational companies.

### **Theme 8. Budgeting and control**

#### *8.1. The essence of budgeting and types of budgets.*

Budgeting as a specific method of management accounting. Budgeting as a kind of financial planning of business enterprises. Budget cycle. Advantages of budgeting for managerial decisions. Types of budgets and estimates.

#### *8.2. Stages of budgeting.*

Formation and approval of generalized targets financial activities. Last budgeting. Coordination and analysis of budgets. Approval and adoption of the general budget.

#### *8.3. Interconsistency and associativity of budgets*

The procedure of mutual budgets. Report centre according to the general report of the company.

#### *8.4. Control of budgets and analysis of variances.*

Control over the implementation of budgets. Variance analysis on direct costs: deviation of direct material costs, declining by direct labour costs, analyzing variances in production overheads: deviation of variable overhead costs, declining by a constant overhead costs.

### **Theme 9. Analysis of relevant information for decision-making**

#### *9.1. Decision-making and the concept of relevance of accounting information.*

Stages of a managerial decision adopting. Relevant information and its need to justify management decisions. The consequences of the absence of relevant information.

*9.2. Analysis of options for alternative solutions about the optimal use of resources under constraints. Decisions regarding the optimal size of production and order.*

Procedure-informed choice of programs using limited resources. And development of managerial decisions on the production and order. Effect of cost structure on managerial decisions on production and order.

*9.3. Determination of the moment of ordering and selection of optimal "portfolio of orders".*

"The portfolio of orders" and methods of effective formation. Determination of placing orders.

*9.4. Decisions concerning the determining of the optimal size of reserves.*

Composition freight procurement costs and their importance for management decisions about the size of reserves. Composition rules stocks inventory. The essence of the concept and advantages of "just in time".

*9.5. Decisions regarding pricing. The model of decision-making under uncertainty.*

Methods of pricing. Calculating optimum selling prices using different calculus. The role of cost information in pricing decisions. A price setting firm facing short-run pricing decisions. A price setting firm facing long-run pricing decisions. A price taker firm facing short-term product-mix decision. A price taker firm facing long-term product-mix decision. Cost-plus pricing. Pricing policies. Customer profitability analysis. Procedure justification for conditions of uncertainty and variability in the environment.

*9.6. Acceptance of long-term decisions. Methods and principles of discounted cash flows and determination of the real cost. Rationing capital.*

Features and procedure for making long-term decisions. Objectives of capital budgeting. A decision-making model for capital investments decisions. Essence, necessity, principles and methods of discounted cash flows and determination of the real cost. Compounding and discounting. The concept of net present value. The internal rate of return. Relevant cash-flows. Timing of cash-flows. Profitability index.

Techniques that ignore the time value of money. Payback method. Accounting rate of return. The effect of performance measurement on capital investment decisions.

## 4. Plan of Lectures

### Module 1. Classification, accounting and cost analysis for management purposes

#### Theme 1. The purpose, content and organization of management accounting

- 1.1. *The concept of "management accounting" and evolution of its content.*
- 1.2. *Comparison of management, financial and tax accounting.*
- 1.3. *Progressive management accounting systems.*

**References:** [1; 2; 3; 6; 7; 13; 18].

#### Theme 2. Classification of costs and cost behaviour

- 2.1. *Laws and regulations that determine the composition of production costs.*
- 2.2. *Cost of product and its types.*
- 2.3. *Classification of expenses.*
- 2.4. *Cost behaviour.*

**References:** [2; 7; 8; 15; 16; 19].

#### Theme 3. Cost – volume – profit analysis

- 3.1. *Objectives and methods of analysis of the relationship "costs – volume – profit".*
- 3.2. *Break-even point and profit margin.*
- 3.3. *Analysis of the sensitivity of profit to changes in costs, prices, and sales.*
- 3.4. *Relationship "cost – volume – profit" for firms producing several products.*

**References:** [2; 3; 13; 16].

#### Theme 4. Methods of cost accounting and costing

- 4.1. *Interconnection and interdependence of the concepts of "cost accounting" and "calculation". Objects of cost accounting and cost calculation.*
- 4.2. *Stages of accounting procedures for costs determining. Methods of cost accounting and costing methods.*
- 4.3. *The order calculation system, methods of pricing.*

4.4. *The system of processes calculation, concepts of equivalent unit of finished product.*

4.5. *Joint and by-products costing.*

4.6. *Costing systems DIRECT-COST and STANDART-COST.*

4.7. *Formation expenses on accounts in the accounting and financial reporting.*

**References:** [2; 3; 13; 16; 20; 21; 24].

### **Theme 5. Systems costs of total expenditures**

5.1. *The essence of the calculation system for full costs.*

5.2. *Accounting for the direct production costs.*

5.3. *The distribution of production overheads.*

5.4. *The concept of related products. The order of evaluation work in progress.*

**References:** [2; 3; 6; 21].

### **Theme 6. Calculation systems for variable costs**

6.1. *Marginal income in the calculation for variable costs.*

6.2. *Basic principles of costing for variable costs.*

6.3. *Advantages and disadvantages of variable costs calculation.*

*Features calculation based activities.*

**References:** [2; 3; 6; 13; 17; 24].

### **Theme 7. Accounting and control of responsibility centres**

7.1. *Concept of accounting and evaluation of responsibility centres.*

*Types of responsibility centres.*

7.2. *Accounting and evaluation of responsibility centres.*

7.3. *Construction of the accounting responsibility on the basis of standard costs for the method of "tariff-time machine".*

7.4. *Procedure for analysis of liability cents based on standard costs.*

7.5. *Evaluation of investment centres. Transfer pricing.*

**References:** [3; 10; 13; 20].

### **Theme 8. Budgeting and control**

8.1. *The essence of budgeting and types of budgets.*

8.2. *Stages of budgeting.*

8.3. *Interconsistency and associativity of budgets.*

*8.4. Control of budgets and analysis of variances.*

**References:** [2; 3; 13; 15; 16; 20; 24; 25].

## **Theme 9. Analysis of relevant information for decision-making**

*9.1. Decision-making and the concept of relevance of accounting information.*

*9.2. Analysis of options for alternative solutions about the optimal use of resources under constraints. Decisions regarding the optimal size of production and order.*

*9.3. Determination of the moment of ordering and selection of optimal "portfolio of orders".*

*9.4. Decisions concerning the determining of the optimal size of reserves.*

*9.5. Decisions regarding pricing. The model of decision-making under uncertainty.*

*9.6. Acceptance of long-term decisions. Methods and principles of discounted cash flows and determination of the real cost. Rationing capital.*

**References:** [2; 3; 13; 15; 16; 20; 24; 25].

## **5. Plan of Practical Training**

Practical training is the form of classes, where a lecturer organises the detailed consideration of certain theoretical positions of the academic discipline and forms an ability and skills by individual tasks so that students should be able to have practical application of them.

Practical training is carried out with the help of cut and dried tasks – tests for theoretical mastering assessment, set of practical problems with various levels of sophistication.

Practical class includes the preliminary control of students' learning abilities and skills, raising a general point to argue by a teacher and the discussion with the participation of students, solving and estimation control problems.

Practical training marks are taken into account when giving the current module mark for this academic discipline.

The themes of practical training are represented in Table 4.

### Plan of practical training

Module	Theme of practical studies	Hours	References
Module 1. Classification, accounting and cost analysis for management purposes	Theme 1. Purpose, content and organization of management accounting	2	[1; 11; 27]
	Theme 2. Classification of costs and cost behaviour	2	[1; 11; 26]
	Theme 3. Cost – volume – profit analysis	2	[1; 11; 26]
	Theme 4. Methods of cost accounting and costing	2	[1; 11; 26]
	Theme 5. Systems costs of total expenditures	2	[5; 8]
	Theme 6. Calculation systems for variable costs	2	[5; 8]
	Theme 7. Accounting and control of responsibility centres	2	[5; 8]
	Theme 8. Budgeting and control	2	[5; 8]
	Theme 9. Analysis of relevant information for decision-making	2	[5; 8]

## 6. Independent Work of Students

Students' independent work with domestic and foreign special economic literature, standard acts on questions of government regulations of Management Accounting is necessary for successful learning. Independent work is the basic way of mastering educational material during the time, free from compulsory classes. Basic types of independent work, which are offered to the students, are the following:

1. In-depth study of lecture material.
2. Work with reference sources and additional literature.
3. Study of basic terms and concepts referred to Management Accounting.
4. Training for seminar and practical studies, discussions, work in small groups.
5. Final check out of the personal knowledge with the help of questions for independent in-depth study and self-control by every student.
6. Performing a research paper.

## Essay themes

1. The definition of management accounting and its relationship with the concept of cost accounting.
2. Prospects for the development of management accounting at Ukrainian industrial enterprises.
3. Modern strategic management accounting system.
4. Ethical standards in an organization and their role in managerial accounting.
5. Roles and responsibilities of a managerial accountant.
6. The fundamental tools and practices used in managerial accounting.
7. Methodical presentation of financial statement analysis.
8. Techniques and tools of financial statement analysis.
9. Types of cost and purpose of their computation and costs control use.
10. Essence of an organization and the benefits of using an integrated accounting system.
11. Essence of an organization and the benefits of using an autonomous accounting system.
12. Essential characteristics of accounting, costing and management for regulatory costs.
13. Concept and procedure for establishing consumption rates and the result of using standard costs for accounting, costing and management.
14. Features of an organization and functioning of accounting, costing and management for regulatory costs.
15. Advantages and disadvantages of accounting, costing and management for regulatory costs.
16. Procedure of review, modification and installation of new consumption rates.
17. Areas of most appropriate use of accounting, costing and management for regulatory costs.
18. Advantages and disadvantages of charging of non-production units to be included in the cost of production of finished products by direct distribution.
19. Principles of calculation systems. The concept of calculation units.
20. Proper account for labour costs associated with idle time, overtime, and fringe benefits.
21. Advantages and disadvantages of charging of non-production units to be included in the cost of production of finished products by the simultaneous distribution.

22. Rationale base allocation of overhead costs between calculation units.
23. Ways of production costs grouping, cost types and purposes of their calculation, costs that are not included in the production costs. Value concepts and total production costs.
24. Relationship of cost structure performance and operating leverage, information capabilities in their assessment, CVP-analysis.
25. Marginal costing techniques.
26. Methods and ways of costing.
27. Features and applicability of extralinguistic calculation system.
28. Comparison of control systems for complete and variable costs.
29. Analytical capabilities and information base to assess the relationship of cost-volume-profit graphic method.
30. Allocation of indirect costs in the calculation of cost of related products produced by one calculation process.
31. Features and applicability of process-based calculation system.
32. Features of the application of costing and cost management systems. Standart-cost.
33. Advantages and disadvantages of charging of non-production units to be included in the cost of production of finished goods by successive division.
34. Cost accumulation for inventory valuation and profit measurement.
35. Advantages and disadvantages of charging of non-production units to be included in the cost of production of finished goods by mutual distribution.
36. Advantages and limitations of standard costing.
37. Preliminaries for establishing standard costing system.
38. Analysis of variances.
39. Accounting treatment of variances.
40. Profit and turnover methods of calculating sales variances.
41. Possibilities and goals of CVP-analysis for preparation of management decisions.
42. The concept of break-even point and how it is built. The role of calculating break-even point for managerial decisions.
43. Advantages and disadvantages of the application of mathematical methods (method of equality and marginal income method) to assess the relationship of cost-volume-profit.
44. Aims and possibilities of estimating the relationship 'cost-volume-profit in production of several products.



45. Scope and techniques of budgetary control.
46. Requisites for effective budgetary control.
47. Organization of budgetary control.
48. Advantages and limitations of budgetary control.
49. Merging accounting and computer applications.
50. Essence, reasons and methods of inflation accounting.
51. Advantages, disadvantages and limitations of inflation accounting.
52. Describe the features and possibilities of detailed hotel calculation system.
53. The process of decision-making based on accounting data. Objectives of accounting in the preparation and management decisions.
54. Income effects of alternative cost accumulation systems.
55. The budgeting process in non-profit-making organizations.
- 56 Management control systems.
57. Contingency theory and organizational and social aspects of management accounting.
- 58 Reconciliation of budgeted and actual profit for a standard absorption costing system.
59. Divisional financial performance measures.
60. Transfer pricing in divisionalized companies.
61. Objectives and performance measures for strategic management accounting.
62. Quantitative models for planning and control of stocks.
63. The application of linear programming to management accounting.
64. The application of linear programming to capital budgeting.

## **Questions for Independent In-Depth Study**

### **Module 1. Classification, accounting and cost analysis for management purposes**

#### **Theme 1. Purpose, content and organization of management accounting**

- 1.1. Concept of management accounting.
- 1.2. Types of accounting information used for decision-making.
- 1.3. Essence and structure of global accounting system.
- 1.4. Changing requirements for accounting information as a driving force behind the development of managerial accounting.

1.5. Subject and object of management accounting.

1.6. Essence, necessity and order of limiting costs. Similarities and differences based on limitations and regulation costs.

1.7. Use of mathematical methods of accounting information processing in the management accounting.

1.8. Concept and objectives of human resource accounting.

1.9. Assumption and benefits of human resource accounting.

1.10. Methods of human resources accounting.

1.11. Problems and limitation of human resource accounting.

1.12. Meaning, objectives and need of social accounting.

1.13. Use of social responsibility accounting. Scope of social accounting.

1.14. Social benefits and social costs. Measurement of social costs and benefits.

1.15. Approaches in social accounting.

1.16. Benefits and limitations of social reporting.

1.17. Information value chain.

**References:** [1; 2; 3; 6; 7; 13; 18].

## **Theme 2. Classification of costs and cost behaviour**

2.1. Grouping the cost of components and places of origin.

2.2. The concept of cost for calculation of financial results according to National Standards of Accounting of Ukraine.

2.3. Features of behaviour of different types of costs when changing the volume of activity.

2.4. Using analysis method of accounting data to build cost function.

2.5. Advantages and disadvantages of using regression analysis to build a cost function.

2.6. The concept of least squares and procedures of appropriate calculations to determine the cost function.

**References:** [2; 7; 8; 15; 16; 19].

## **Theme 3. Cost – volume – profit analysis**

3.1. Basic assumptions regarding the behaviour of costs used in the construction schedules breakeven.

3.2. Methods for determining the fixed and variable costs per unit of factor costs.

3.3. The economic substance and the calculation of operating leverage. The economic interpretation of values of an operating lever.

3.4. Essence, sequence of calculations and interpretation in the differential analysis of profit.

3.5. Procedure for compilation and analysis of management reports including profit forecast changes in the target markets.

3.6. The concept of profit margin.

3.7. Features of analyzing the relationship of costs, volume of activity and profit from net income (including tax).

**References:** [2; 3; 13; 16].

#### **Theme 4. Methods of cost accounting and costing**

4.1. Interconnection and interdependence of the concepts of "cost accounting" and "calculation". Objects of cost accounting and calculation of their costs.

4.2. Stages of accounting procedures to determine costs. Methods of cost accounting and costing methods.

4.3. Calculation system for orders, pricing contract.

4.4. The system of calculation of processes, concepts of equivalent unit of finished product.

4.5. Systems costing DIRECT-COST and STANDART-COST.

4.6. Formation of expenses on accounts in the accounting and financial reporting.

**References:** [2; 3; 13; 16; 20; 21; 24].

#### **Theme 5. Systems costs of total expenditures**

5.1. The essence of the calculation system for full costs.

5.2. Accounting for the direct production costs.

5.3. The distribution of production overheads.

5.4. The concept of related products. The order of evaluation of work in process.

**References:** [2; 3; 6; 21].

#### **Theme 6. Calculation systems for variable costs**

6.1. Marginal income in the calculation for variable costs.

6.2. Basic principles of costing for variable costs.

6.3. Advantages and disadvantages of variable costs calculation.  
Features of calculation based activities.

**References:** [2; 3; 6; 13; 17; 24].

### **Theme 7. Accounting and control of responsibility centres**

7.1. Concept of accounting and evaluation of responsibility centres.  
Types of responsibility centres.

7.2. Accounting and evaluation of responsibility centres.

7.3. Construction of the accounting responsibility on the basis of standard costs for the method of "tariff-time machine".

7.4. Procedure for analysis of liability centres based on standard costs.

7.5. Evaluation of investment centres. Transfer pricing.

**References:** [3; 10; 13; 20].

### **Theme 8. Budgeting and control**

8.1. Differences between the mandated top-down and participative bottom-up budget construction processes.

8.2. Differences between incremental and zero-based budgeting approaches.

**References:** [3; 10; 13; 20].

### **Theme 9. Analysis of relevant information for decision-making**

9.1. Decision-making and the concept of relevance of accounting information.

9.2. Analysis of options for alternative solutions to the optimal use of resources under constraints. Decisions regarding the optimal size of production and order.

9.3. Determination of the moment of ordering and selection of optimal "portfolio of orders".

9.4. Decision concerning the definition of the optimal size of reserves.

9.5. Decisions regarding pricing. The model of decision-making under uncertainty.

9.6. Acceptance term decisions. Methods and principles of discounted cash flows and determination of real costs. Rationing capital.

9.7. Concept of economic value added costs. Techniques for computation of economic value added costs.

9.8. Improving economic value added analysis. Superiority of economic value added costs over traditional measure of income.

9.9. Problems and limitations for implementing economic value added costs.

- 9.10. The evaluation of mutually exclusive investments with unequal lives.
  - 9.11. The effect of inflation on capital investment appraisal.
  - 9.12. Calculating risk-adjusted discount rates.
  - 9.13. Calculating the required rates of returns on a firm's securities.
  - 9.14. Weighted average cost of capital.
  - 9.15. Traditional methods of measuring risk.
  - 9.16. Authorization of capital investment proposals
- References:** [2; 3; 13; 15; 16; 20; 24; 25].

## **7. Questions for Self-Control**

### **Module 1. Classification, accounting and cost analysis for management purposes**

#### **Theme 1. The purpose, content and organization of management accounting**

1. What is the nature and purpose of management accounting?
  2. What is the difference between and relationship of financial, managerial and cost accounting?
  3. What stages of historical evolution of management accounting can be identified? Give a brief description of each.
  4. How is management accounting organized?
  5. What are the different approaches to building a system of management accounting?
  6. What are the options for management accounting possible in the Chart of Accounts?
  7. What is the purpose of setting standards and monitoring deviations from those standards?
  8. What is a balanced score card?
- References:** [1; 2; 3; 6; 7; 13; 18].

#### **Theme 2. Classification of costs and cost behaviour**

1. What are the functions and methods of management and financial accounting?
2. Describe the types, scope and users of information in the system of management and financial accounting.
3. What are the features of the essential documentation for managerial and financial accounting?

4. Describe the organization of the document, that meets the requirements of managerial and financial accounting and is aimed to improve accounting work.

5. How are expenses classified?

6. What are the exhausted and inexhaustible costs?

7. What are the costs and period costs of production? Give some examples of these costs.

8. What are the direct and indirect costs? Give examples.

9. What are the relevant and irrelevant costs? Give examples.

10. What are the average and marginal costs? Why are they calculated? Give examples.

11. What is the opportunity cost? Give an example.

12. What are the controllable and uncontrollable costs?

13. What three costs are incurred by a manufacturing concern?

14. What comprises prime and conversion costs?

15. Describe the nature of variable costs, in the aggregate and per unit

16. Describe the nature of fixed costs, in the aggregate and per unit

17. What is meant by the term "relevant range?"

18. Describe the nature of a mixed (semivariable) cost.

**References:** [2; 7; 8; 15; 16; 19].

### **Theme 3. Cost – volume – profit analysis**

1. What is cost behaviour? What factors affect it? Give examples.

2. Give the examples of variable costs and display their behaviour graphically.

3. Give the examples of fixed costs.

4. What is the relevant range? Give an example.

5. What are the aggregate costs? Give the examples and display their behaviour graphically.

6. What are some of the applications for CVP analysis?

7. What are some peculiarities of applying CVP analysis for firms with multiple products?

8. What are the assumptions of CVP modelling?

**References:** [2; 3; 13; 16].

#### **Theme 4. Methods of cost accounting and costing**

1. What is costing? What is it performed for?
2. What are cost drivers? Give the examples.
3. What is the system of cost accounting? What is necessary for its implementation?
4. What is the essence of the calculation of costs orders? Give an example of calculations.
5. When and what is used for calculation process? Give an example.
6. What is the essence of the hybrid system costing?
7. Describe the system of accounting, costing and management for regulatory costs.
8. What is the standard cost?
9. How is possible to use standard costs for management purposes?
10. What are the main differences between the system of accounting, costing and management for regulatory costs.
11. Analyze advantages and disadvantages of accounting, costing and management for regulatory costs.
12. Give an example of view, modify and establish new standards expenses.
13. What are the most appropriate areas for the use of accounting, costing and management for regulatory costs.
14. Describe the approach to accumulating product cost using a job costing system.
15. How is an overhead application rate calculated, and how is it applied?
16. What is a database system, and how does it facilitate job costing mechanics?
17. What are some of the influences of technology on job costing data capture?
18. Define a "cost driver".
19. Why might traditional cost drivers produce misleading results in modern manufacturing environment?

**References:** [2; 3; 13; 16; 20; 21; 24].

#### **Theme 5. Systems costs of total expenditures**

1. How to allocate indirect overhead costing between objects? Give the examples.

2. How to allocate overhead service departments?
  3. What are the common expenses? How can they be shared between products?
  4. How to determine and account for the cost of by-products?
  5. Discuss the issues and problems associated with accounting for factory overhead.
  6. How is actual overhead cost accumulated?
  7. What is meant by over- and underapplied overhead, and how do such amounts emerge within the accounting system?
  8. Define the capacity utilization, and how does it influence costing allocations for service, not-for-profit, and governmental entities.
  9. Is job costing only applicable to manufacturing businesses?
- References:** [2; 3; 6; 21].

### **Theme 6. Calculation systems for variable costs**

1. What is the profit margin? How is this figure calculated and used?
2. What are the nature and advantages of the calculation based on the performance? Justify your answer.
3. What is the main purpose of the analysis "cost – volume – profit"?
4. What is the break-even point? How to define it? Give your examples of the calculation of breakeven point using the equation.
5. Explain just in time inventory management.
6. What is the management accountants role in quality management?
7. Describe the approach to accumulating product cost using a job costing system.
8. Describe the fundamental characteristics of a process costing system.
9. Compare and contrast process costing and job order costing systems.
10. Describe the steps in applying process costing.
11. What is an equivalent unit of production and what are the conversion costs?
12. Why is it important to differentiate between materials and conversion costs?
13. Identify the nature and timing of journal entries that are necessitated by process costing.



14. Demonstrate how inventory fluctuations cause income to differ under absorption vs. variable costing.

**References:** [2; 3; 6; 13; 17; 24].

### **Theme 7. Accounting and control of responsibility centres**

1. What information is relevant to determining the appropriateness of making a special order? Give an example.

2. How to determine the optimal combination of products under several constraints?

3. How the overall costs flow from department to department, and how total inventory costs are compiled.

4. Identify the problem associated with traditional costing methods, and describe how activity-based costing mitigates this concern.

5. What are ABC concepts relating to cost objects, activity drivers, activities, resource drivers, and resources.

6. Describe the different "levels" at which activities can occur and tell why this is important for ABC.

7. What are the steps in setting up an ABC system.

8. How and why ABC can produce different outcomes than traditional costing approaches.

9. Define responsibility centres and concepts of responsibility accounting.

10. What are the differences between cost centres, profit centres, and investment centres?

11. How is return on investment (ROI) calculated?

12. What is a performance report and how does it align with units of responsibility?

13. Define the traceable fixed costs.

14. Define the common fixed costs.

15. Define the concept of management by exception.

16. Define a business segment and identify issues related to measuring segment income.

17. Disclosure concepts of controllable contribution margin, segment margin, and nontraceable costs.

18. Disclosure the basic content of externally reported segment data

19. What are the differences between direct and step methods of allocating service department costs.

**References:** [3; 10; 13; 20].

### **Theme 8. Budgeting and control**

1. What is budgeting? What is its purpose? Describe the areas of budgeting. Cite the benefits of budgeting process.

2. What is the consolidated budget? What are the elements it is made of?

3. Which sequence exercises budgeting? Describe the main stages of the process.

4. Describe the composition of budgets and sequence of the development of trading company.

5. What is budgetary control? Why is it used?

6. What is the meaning of governance disabilities?

7. What types of variations are there? Describe them.

8. What is a flexible budget and what are the advantages of such budgets?

9. What is the deviation due to sales (business)? How is it defined and interpreted?

10. Which group can be divided from a flexible budget? How to calculate these deviations?

11. What are the differences between the mandated top-down and participative bottom-up budget construction processes?

12. How does the form of organizational structure influence business budgeting, planning, and information flow?

13. What are the differences between incremental and zero-based budgeting approaches?

14. Describe potential human behaviour and ethical aspects of budgeting.

15. Cite the components typically included in a master budget.

16. What should the starting point for budget preparation be?

17. What is the advantage of an electronic spreadsheet in budgeting process?

18. Why is it important to control external distribution of budgetary information?

19. What is a continuous budget?

20. What is an encumbrance and what control purpose does it serve?

21. What is a variance? When should variances be investigated?
22. Describe the balanced score card concept of performance evaluation.
23. What is a capital expenditure? Describe the capital budgeting process.

**References:** [3; 10; 13; 20].

### **Theme 9. Analysis of relevant information for decision-making**

1. Define the concept of relevance of accounting information.
2. How is the analysis of options conducted?
3. Give an example of determining when ordering and selection of optimal "portfolio of orders", a decision on determining the optimal size of reserves.
4. Give an example of a model of decision-making under uncertainty.
5. What are the long-term decision-making?
6. What is capital rationing?
7. What are the differences between centralized and decentralized decision-making business structures.
8. What are the differences between line item and object of expenditure presentations of data
9. How can management use line item data?
10. How can management use object of expenditure data?
11. What is a relevant cost? What is a sunk cost?
12. Why does decision-making necessarily focus on the future?
13. Describe the steps in the general approach to decision-making.
14. In addition to quantitative factors, what else should be considered in the decision-making process?
15. Define "opportunity cost" and note its importance in the decision-making process.
16. Why must the contribution margin be analyzed in terms of capacity constraints?
17. What is meant by the "time value of money?"
18. What is the relationship between compound interest and present value?
19. How does depreciation impact cash flow calculations?
20. Explain and perform cash-flow calculations on a net-of-tax basis.

21. How to calculate the accounting rate of return for an investment, and explain the method's strengths and weaknesses?

22. How to calculate the internal rate of return for an investment, and explain the method's strengths and weaknesses?

23. How to calculate the payback period for an investment, and explain the method's strengths and weaknesses?

**References:** [2; 3; 13; 15; 16; 20; 24, 25].

## **8. Individual Consulting Activities**

Individual tutorial is provided according to the schedule of individual work in the form of individual lessons, consultations, control and presentation of individual tasks, control and presentation of current module tasks etc.

The forms of individual tutorials are the following:

a) after studying the theoretical material: individual consultations (question – answer) and group consultations (consideration of typical problems);

b) after studying the practical material: individual and group consultations;

c) for complex assessment of the studied material: individual presentations of performed works; essay presentation at a scientific seminar; performing an essay for presentation at a scientific conference.

## **9. Methods of Invoking Studies**

Teaching the discipline involves active and interactive methods: business games, trainings, active seminars, consideration of cases, moderation (Table 5). The basic differences between active and interactive methods of teaching on the one hand and traditional ones on the other hand are determined not only by a teaching technique, but also by high efficiency of educational process which supposes high motivation of students, practical usage of theoretical knowledge, increase of students' consciousness, bringing up the ability to make independent decisions; making a person capable for a team-work; contribution to social integration; acquisition of disputing skills; nurturing the ability to compromises.

Table 5

### Types of Invoking Studies Methods

Method of activation	Where to use
1	2
<p><b>A problem lecture</b> is aimed to logical thought development of students and is organized by limited points to argue (usually two-three key issues), usage of the experience of foreign educational institutions along with distribution of printed materials among students at the lecture</p>	<p>At the lectures. Theme 3. Theme 8</p>
<p>Students are sometimes asked questions during the lectures, in order <b>to consider independently</b>, however a lecturer answers them himself, not expecting the answers of students. The system of questioning during a lecture compels students to be concentrated</p>	<p>Theme 1. Theme 5</p>
<p><b>A seminar-discussion</b> proposes exchange of views between participants concerning the present theme, and also develops thought, helps to form views and beliefs, cultivates ability to formulate ideas and express them, teaches to estimate suggestions of other people, gives critical approach to one's own opinion</p>	<p>At practical training after the themes. Themes: 1, 3. Theme 5</p>
<p><b>Work in small groups</b> is aimed at activating the work of students during seminars and practical trainings. They are so-called groups of psychological comfort, where every member plays the special part and complements others with the certain qualities. The use of this technology enables to structure practical and seminar trainings by form and context, creates possibilities for participating of every student in work under the theme of study, provides forming personal qualities and experience of social relations</p>	<p>At practical training after the themes. Theme 2. Theme 4. Theme 7</p>
<p><b>Case-method (method of analysis of specific situations)</b> enables to approach the process of studying to practical work of specialists and supposes consideration of industrial, administrative and other situations, difficult conflict cases, problem situations, participation in the process of education</p>	<p>At practical training after the themes. Theme 4. Theme 7</p>
<p><b>Brainstorming</b> is a method of solving urgent problems in undertime. Its idea is to express as many ideas as possible in the small interval of time, to discuss them and choose the right ones</p>	<p>At practical training after the themes. Theme 1. Theme 8</p>
<p><b>Familiarising or initial games</b> are frequently used at the beginning of training in order to create work environment, involving participants in group work</p>	<p>At the first practical training</p>

Table 5 (the ending)

1	2
<b>A presentation</b> – making a speech – is used for demonstration of certain achievements, group work, reports on individual tasks, briefing, demonstration of new commodities and services	Presentation of case results after themes. Theme 4. Theme 7
<b>Moderation</b> is a method, which helps groups to examine themes, problems, tasks, concentrating on contents purposefully and effectively; an independent participation of each student in a free corporate atmosphere. Moderation as a method of holding the discussion results quickly in concrete outcome, gives the possibility to take part in the process of decision-making for all participants, helps them to feel the entire responsibility for a result	At practical training after themes. Theme 2. Theme 6

## 10. System of Current and Final Assessment

In the process of training students get necessary knowledge when attending lectures and performing practical tasks. The assessment of students' knowledge, abilities and skills includes the following types of classes according to the programme of the academic discipline "Management Accounting": lectures and practical training, and also independent work and performing individual tasks.

Control and assessment of students' knowledge is conducted in a few ways: estimation of knowledge at practical training; performing the tasks for independent work; intermediate tests; final module test.

The assessment of students' knowledge at practical training and performance of individual tasks is carried based on following criteria:

understanding, the level of learning the theory and methodology of problems which are examined;

the level of learning the facts concerning the academic discipline;

familiarization with the recommended references and up-to-date literature, Internet sources on the presented questions;

ability to combine theory with practice when solving realistic problems, performing tasks, making calculations for individual work and collective disputes;

logic, structured, style of representation of material in written works while presenting reports, abilities to defend one's position, to generalize information and make conclusions.

When estimating individual tasks the quality, independence and timeliness of presenting the performed tasks to a lecturer (according to the schedule of educational process) are taken into consideration. If some of the requirements are not met, the mark can be decreased.

Intermediate test control is made two times a semester (two times for lecture and practice modules separately). A test contains questions of single and multiple choice in order to evaluate the learning of basic categories of the academic discipline.

The evaluation criteria are: "excellent" mark – 83 – 100 % of right answers; "good" one – 58 – 82 % of right answers; "satisfactory" one – 33 – 57 % of right answers; "unsatisfactory" one – less than 33 % of right answers.

Tests for intermediate control are selected from the general list of tests of the proper modules.

The purpose of test tasks of the academic discipline "Management Accounting" lies in learning theoretical material. In accordance with the Industry standard of education the test tasks are aimed to support students in implementation of production functions (technical, executive, design, managerial), of task activity (professional, socio-industrial and socio-consuming) and of classes of task activities (stereotype, diagnostic and heuristic), which are underlying in the process of specialists training of certain level of qualification.

Closed test tasks differ in the principle of answer construction.

1. Alternative test tasks have two answer options of "yes/no", "true/false" or others of this kind. As a rule, they are used for rough control of the appropriateness of choice or decision-making in a reductive form.

Tests with a multiple choice are expedient to use when it is necessary to check up the ability to reproduce correctly the received knowledge. In this sort of tests only one option of all is correct.

A few variants of such tests exist:

a) test tasks with a simple multiple choice, when the answer is built on the principle of classification. These tasks are expedient, when the amount of possible options counts less than three, but an answer is more difficult than

that of a "yes / no" kind. Such form of a test task is a medium between alternative tests and tests with a multiple choice;

b) test tasks with a multiple choice, when the construction of an answer uses the principle of classification, are used for examination of abilities to free understanding of a group of analogous concepts, phenomena, processes and so on;

c) test tasks with a principle of cumulation are recommended for examination of completeness of knowledge and abilities. Interrogative part of such tasks has mainly comparative matter: one of a few answers must be the best, the most correct, the most complete.

When composing test tasks with a multiple choice the combination of all higher noted principles is possible.

2. Test tasks aimed at bringing parts to conformity are the modification of test tasks with multiple choice and consist of two or more columns of words, phrases, digital or letter codes, etc.

3. Test tasks aimed at comparison and contraposition (at the analysis of interdependence) are recommended for examination of abilities to find out the character identification of different phenomena, situations and so on. In the process of fulfilment of such tasks a student analyses the offered material, synthesises it and makes the proper conclusions. In the case of analysis the material offered to testing is divided into separate parts and their mutual relations are determined; in the case of synthesis – separate parts or elements of the offered material are combined into a comprehensive whole.

4. Test tasks with the multiple answers of "correct / incorrect" are used when answers or solutions can be only right or wrong (unlike test tasks with one correct answer), have no gradations of advantage and are categorical. In addition, often the question has a few correct answers. In this case, it is considered that the profundity of knowledge, understanding of different aspects of the phenomena, processes and so on are tested.

5. Test tasks aimed at the definition of causal dependence are used in case of necessity of examination the understanding of certain casual dependence between two effects. A question is composed in such a way that each of two assertions, joint with the conjunction "because", is complete and sharply defined. A student has to define at first, correct or wrong is each of two assertions separately, and only then, if both are correct, to define whether correct or incorrect is casual dependence between them.



6. Test tasks aimed at the reconstruction of correct sequence (combinations) require restructuring of data or elements of any combination. The use of such tasks is expedient in the case of testing the abilities and knowledge of correct sequence of executions (legislative activity), algorithms of activity, technological methods and so on. They are also possible when testing knowledge of the generally accepted formulations of concepts, rules, laws, fragments of normative documents and others.

7. Open test tasks provide for free answers of a student, have no choice options and are used in order to examine the knowledge of terms, concepts and so on.

Tests can be applied both with the purpose of control and fixing theoretical knowledge and practical skills.

Current module control is carried out and estimated by two constituents: practical module control and theoretical lecture module control. The mark for the practical part of module control is put as a result of evaluation of student's knowledge of a during practical training, individual work and intermediate test control due to the schedule of educational process.

Lecture module control is carried out in writing according to the proper question cards which contain questions of all module themes. Theoretical part of a module control task contains: either theoretical questions or tests of the closed and open forms. Practical part of a module control task consists of practical tasks (cases) of different level of complication (stereotype, diagnostic, heuristic) and other elements of practical training.

To sum up the work of a student under a substantial module the final mark for current module control is put down. It is composed of the marks for practical module control and lecture module control.

Module test is carried out in writing with question cards

### **An example of the question card for lecture module test**

1. Which of the following words *does not* describe a main focus of management accounting:

- a) planning;
- b) control;
- c) external;
- d) decision-making?

2. Which of the following statements are true:

1. The main role of the management accountant is to produce financial accounts.

2. Management accountants always work within the finance function.

3. Management accountants always work in partnership with business managers.

a) 1 and 2 only;

b) 2 and 3 only;

c) 1 and 3 only;

d) none of the above?

3. ABC absorbs fixed production overheads in one of its departments on the basis of machine hours. There were 100,000 budgeted machine hours for the forthcoming period. The fixed production overhead absorption rate was 2.50 per machine hour. During the period, the following actual results were recorded: standard machine hours – 110,000, fixed production overheads – \$300,000. Which *one* of the following statements is correct:

a) overhead was \$25,000 over-absorbed;

b) overhead was \$25,000 under-absorbed;

c) overhead was \$50,000 over-absorbed;

d) no under- or over-absorption occurred?

4. Cost centres are:

a) units of output or service for which costs are ascertained;

b) functions or locations for which costs are ascertained;

c) a segment of the organisation for which budgets are prepared;

d) amounts of expenditure attributable to various activities.

5. A company uses the repeated distribution method to reapportion service department costs. The use of this method suggests that:

a) the company's overhead rates are based on estimates of cost and activity levels, rather than actual amounts;

b) there are more service departments than production cost centres;

c) the company wishes to avoid under- or over-absorption of overheads in its production cost centres;

d) the service departments carry out work for each other.

6. An engineering firm operates a job costing system. Production overhead is absorbed at the rate of 8.50 UAH per machine hour. In order to allow for non-production overhead costs and profit, a mark up of 60 % of

prime cost is added to the production cost when preparing price estimates. The estimated requirements of job number 808 are as follows: direct materials 10,650 UAH direct labour 3,260 UAH; machine hours – 140. The estimated price notified to the customer for job number 808 will be:

- a) 22,256 UAH;
- b) 22,851 UAH;
- c) 23,446 UAH;
- d) 24,160 UAH.

7. Which *one* of the following statements is true:

- a) the total variable cost varies with a measure of activity;
- b) a variable cost is an unavoidable cost;
- c) a variable cost is not relevant for decision-making;
- d) a variable cost becomes fixed in the long run?

8. Fixed costs are conventionally deemed to be:

- a) constant per unit of output;
- b) constant in total when production volume changes;
- c) outside the management control;
- d) those unaffected by inflation.

9. Based on the data below, what is the amount of the overhead under-/over-absorbed:

budgeted overheads – 493,200 UAH;

budgeted machine hours – 10,960;

actual machine hours – 10,493;

actual overheads – 514,157 UAH;

- a) 20,957 UAH under-absorbed;
- b) 21,015 UAH over-absorbed;
- c) 21,015 UAH under-absorbed;
- d) 41,972 UAH under-absorbed?

10. A flexible budget is:

a) a budget which by recognising different cost behaviour patterns is designed to change as the volume of activity changes;

b) a budget for a defined period of time which includes planned revenues, expenses, assets, liabilities and cash flow;

c) a budget which is prepared for a period of one year which is reviewed monthly, whereby each time actual results are reported, a further forecast period is added and the intermediate period forecasts are updated;

d) a budget of semi-variable production costs only.

Practice module test is carried out in writing with question cards. A question card consists of 4 practical tasks (2 stereotype and 2 diagnostic tasks and a heuristic task).

### **An example of the question card for practice module test**

#### **Task 1 (stereotype)**

**(0,5 point)**

Howorth Dental Products is a London-based producer of a patented anti-microbial dental floss. All raw materials are introduced at the beginning of the production process, but considerable processing time is needed to create the anti-microbial qualities of the specially designed floss. Howorth measures output in meters of floss and applies the FIFO process costing method. The following information is available for a recent period:

Beginning work in process inventory: 140,000 meters at a cost of 46,200 for direct materials, 24,900 for direct labour, and 24,900 for factory overheads. The conversion process was 55 % complete.

Units started into production: 260,000 metres;

Units completed and transferred to finished goods: 380,000 metres;

Ending work in inventory process: 20,000 metres, 30 % complete;

Additional costs incurred during the period: direct materials – 85,400, direct labour – 98,200, factory overheads – 98,600.

*Prepare a cost of production report for Howorth.*

#### **Task 2 (stereotype)**

**(0,5 point)**

Scalia Systems manufactures rugged handheld computers for use in adverse working environments. Scalia tries to maintain inventory at 40 % of the following month's expected unit sales. Scalia began the year with 8,000 units in stock, based on the following unit sales projections prepared by a sales manager:

January                      20,000

February                    25,000

March                        18,000

April                         22,000

*Prepare a schedule of planned unit production from January to March.*

**Task 3 (diagnostic)****(1 point)**

Ikon Equipment produces exercise equipment. The following schedule reveals anticipated monthly production of bicycles for the first three months of the year:

January	11,000
February	14,000
March	12,500

Ikon budgets for three direct labour hours per bicycle, at an average cost of \$16.50 per hour. Variable factory overhead is applied at the rate of \$10.25 per direct labour hour. Fixed overhead is expected to run \$110,000 per month, which includes \$10,000 per month of non-cash expenses related to depreciation.

*Determine the total expected monthly cash outflow for labour and overheads.*

**Task 4 (diagnostic)****(1 point)**

OxiClear manufactures a tile and grout cleaner. The company was set up during the current year. As a result, there was no beginning inventory. Management is evaluating performance and inventory management issues, and desires to know both net income and ending inventory under generally accepted accounting principles (absorption costing) as well as variable costing methods. Relevant facts are as follows:

Selling price per gallon	\$4.40
Variable manufacturing cost per gallon	0.80
Variable SG&A costs per gallon	0.90
Fixed manufacturing costs	\$1,450,000
Fixed SG&A	235,000
Total gallons produced	650,000
Total gallons sold	620,000

**Task 5 (heuristic)****(2 points)**

University Inn's most recent monthly expense analysis report revealed significant cost overruns. The manager was asked to explain the deviations. Below is the "budget v. actual" expense report for the month:

University Inn  
Budget v. Actual Expense Report  
For the Month Ending October 31, 2012

	Actual	Budget	Variance
Utilities	\$52,000	\$45,000	\$(7,000)
Laundry	20,000	18,000	(2,000)
Food service	41,000	35,000	(6,000)
Rent/taxes	60,000	60,000	–
Staff wages	57,000	55,000	(2,000)
Management salaries	43,500	45,000	1,500
Water	13,000	10,000	(3,000)
Maintenance	15,200	15,000	(200)
Total	\$301,700	\$283,000	\$(18,700)

The Inn has observed that utilities, water, food service, staff wages, and laundry costs all vary with activity. The other costs are fixed. The preceding budget was based upon an assumed 80 % occupancy rate. The university's football team was on a winning streak and numerous alumni were returning to campus in October, resulting in a 96 % occupancy rate during the month.

*Prepare a "flexible budget" based upon a 96 % occupancy rate, and identify whether the Inn is being efficiently or inefficiently run. Comment on specific costs, and note why a flexible budget can improve performance evaluations.*

For the purpose of estimation of students' answers level to theoretical questions and solution of practical tasks such criteria are used:

**5 points** is given for the profound learning of a subject; application not only recommended but also ancillary literature and creative approach for an

answer; making good use of conceptual apparatus, methods, methodology and instruments of Management Accounting, ability to use them for fulfilling concrete practical tasks, solving problems. Registration of the work must be accurate, logical and consecutive;

**4 points** is given for the thorough learning of a subject and the ability to get student's bearings in it, sensible application of knowledge for the solution of practical tasks; on condition of fulfilling all requirements meant for the "excellent" mark, in the presence of insignificant arithmetic at errors (i. e. methodical approach to a problem solution is correct, but insignificant inaccuracies in the calculations of certain indexes are made) or not quite complete conclusions after the received results of task performance. Registration of the work must be accurate;

**3 points** is given for insufficient ability to apply theoretical knowledge for the solution of practical tasks on conditions that the task is performed for the most part and the aim of a task is attained, and a student giving an answer shows understanding of substantive concepts of the material of an academic discipline;

**2 points** is given in case when a student applies curricular material without enough understanding while performing practical tasks, makes essential errors, is confronted with difficulties when analyzing and comparing economic phenomena and processes;

A student gets **1 point** for misunderstanding the considerable part of curricular material; when a student can not perform practical tasks correctly, meets considerable difficulties when analyzing economic phenomena and processes;

A student gets **0 point** for failure to perform a task at all.

For the final assessment of students' work in the academic discipline of "Management Accounting" a general mark which takes into account the marks of every type of control is given (Table 6).

Table 6

**The procedure of knowledge assessment sum-up for academic discipline "Management Accounting"**

Themes of academic discipline	Lectures control		Practice control		Additional marks		Total mark
	Current test	Lecture module test	Current test	Practice module test	Independent training	Research activity	
Theme 1. The purpose, content and organization of management accounting.	5	5	5	5	2	20	100
Theme 2. Classification of costs and cost behaviour			5		2		
Theme 3. Cost – volume – profit analysis	5	5	5	2			
Theme 4. Methods of cost accounting and costing			2				
Theme 5. Systems costs of total expenditures	5	5	5	2			
Theme 6. Calculation systems for variable costs			2				
Theme 7. Accounting and control of responsibility centres	5	5	5	2			
Theme 8. Budgeting and control			2				
Theme 9. Analysis of relevant information for decision-making			4				
<b>Total</b>	<b>20</b>	<b>10</b>	<b>20</b>	<b>10</b>	<b>20</b>	<b>20</b>	<b>100</b>



The final assessment for the discipline based on the Principles of transference of University Characteristics of Students' Progress into the system of the ECTS scale is converted into final ECTS figure (Table 7).

Table 7

**Transference of University characteristics of students' progress into the system of the ECTS scale**

The share of students who usually get an indicated mark	The assessment according to the ECTS scale		The assessment according to the point scale which is used in KhNUE	The assessment according to the national scale
10	Excellent implementation	A	90 – 100	excellent
25	Higher than middle level	B	82 – 89	
30	A work is correct in general, but with the certain amount of errors	C	74 – 81	good
25	Not bad, but with the sufficient amount of failings	D	64 – 73	satisfactory
10	Implementation satisfies minimum criteria	E	60 – 63	
–	Reexamination is needed	FX	35 – 59	unsatisfactory
–	Repeated study of a discipline	F	0 – 34	

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EDUCATIONAL EDITION

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**"MANAGEMENT ACCOUNTING"**  
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"Business Administration"

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