

Tárgytematika / Course Description

Controlling

KGNB_GETA018

Tárgyfelelős neve /

Teacher's name: dr. Stion Zsuzsa

Félév / Semester: 2021/22/1

Beszámolási forma /

Assesment: Vizsga

Tárgy heti óraszám /

Teaching hours(week): 2/2/0

Tárgy féléves óraszám /

Teaching hours(sem.): 0/0/0

OKTATÁS CÉLJA / AIM OF THE COURSE

Course objective:

- to make students familiar with the theoretical and practical framework of controlling and its role in decision-making for the managers of organisations
- to provide students with the study of the essential aspects of cost systems, cost-volume-profit analysis and budgeting

TANTÁRGY TARTALMA / DESCRIPTION

Course material:

1. Fundamentals of the controlling concept: the evolution of controlling, controlling tasks, the multidimensional controlling concept, the stages of the decision-making process, information supply and controlling
2. Controlling in the organisation: controlling as a five-step process, the costs and benefits of organisational control, management control systems, examples of management control, controllers' responsibilities
3. Strategic planning and controlling: phases and instruments of strategic planning, difference bw. strategic controlling and operational controlling
4. Instruments of strategic planning/strategic management accounting: competitive position monitoring, strategic pricing, competitor performance appraisal etc., Porter's 5 forces model, the Balanced Scorecard method, benefits and limitations
5. Operational control and project management: operational planning and project planning, phases of project management, project schedule and resource planning, network diagrams and Gantt charts
6. Financial performance measures: Divisional organisational structures, profit centres, cost centres and investment centres, interpreting financial information using ratios, value-based management (VBM), ROI, EVA,
7. **Test 1**
8. Introduction to cost terms and concepts, cost assignment in manufacturing and non-manufacturing organisations
9. Types of cost systems, Activity-based costing, A comparison of traditional and ABC systems, volume-based and non-volume-based cost-drivers, activity hierarchies, cost vs. benefits considerations
10. Cost-volume-profit analysis: CVP analysis assumptions, Break-even analysis, CVP analysis under uncertainty
11. Financial controlling: the objectives and tasks of financial controlling, financial planning, multiple functions of budgets, the budgeting process, budget types

12. Standard costing and variance analysis: establishing cost standards, variance analysis for a variable costing system
 13. Revision
 14. **Test 2**
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SZÁMONKÉRÉSI ÉS ÉRTÉKELÉSI RENDSZERE / ASSESMENT'S METHOD

Evaluation:

1. Request for underwriting: attendance at least 90% of total seminars (12/14)
2. Recommended mark: Successful completion of Test 1 and Test 2 (each of which above 60%) Total score: 100 points (Test 1 +Test 2) **OR**
3. Written exam: in the examination period

Total score of written exam: 100 points

0-60 points	(1) fail
61-70 points	(2) pass
71-80 points	(3) satisfactory
81-90 points	(4) good
91-100 points	(5) excellent

KÖTELEZŐ IRODALOM / OBLIGATORY MATERIAL

Compulsory literature:

Slides of lectures (pptx) and seminar (course material)

Recommended reading:

- Reichmann, T. (1997): Controlling, Concepts of Management Control, Controllorship, and Ratios. Berlin-Heidelberg: Springer.
- Collier, Paul, M. (2003): Accounting for managers. Interpreting accounting information for decision-making. Wiley.
- Drury, C. (2012): Management and cost accounting. Cengage Learning.