

<b>Module 2: Controlling and Accounting</b>				<b>Study programme</b>	MBA english
<b>Modul type:</b>	<b>ECTS-Points:</b>	<b>Workload:</b>	<b>Study stage:</b>	<b>Module duration:</b>	
Compulsory	6	180	1st	14 sessions	
<b>Course(s):</b>			<b>Contact hours:</b>	<b>Independent study hours:</b>	<b>Planned group-size (max.):</b>
Course 2a: Financial and Management Accounting			28	62	15
Course 2b: Operative and Strategic Controlling			28	62	15
<b>Module Learning Outcomes:</b>					
<p>Provided with a general understanding of business participants learn in Module 2 how business processes and management decisions are represented in the accounting system. Thus, students learn to understand and interpret accounting systems as a model of the firm. They are provided with a deep understanding of operative and strategic controlling as a managerial concept. Moreover, students work out how controlling can be organized as a process and implemented as an institution.</p>					
<b>Intended Learning Outcomes:</b>					
<b>Course 2a: Financial and Management Accounting</b>					
<p>This course enables students to point out the main features of financial and of management accounting and thus the differences and commonness of the two accounting fields.</p> <p>They are able to read and analyze a financial report including balance sheet, income statement and cash flow statement and to understand the regulatory background of financial reporting with a focus on International Financial Reporting Standards.</p> <p>Students get a better understanding of the financial side of managing a company and improve their ability to communicate with people from finance, accounting and controlling. They master the use of important tools, like cost accounting and capital budgeting for long-term and short-term decision making and control.</p>					
<b>Course 2b: Operative and Strategic Controlling</b>					
<p>Students are able after this course to master the approaches and instruments for leading institutions goal oriented over all levels of the hierarchy strategically as well as operationally.</p> <p>They know how to structure budgets for shorter periods, to estimate and analyze variances, to handle the instruments of value based planning and control and to deal with approaches for the implementation of long term plans like value driver trees and balanced scorecards.</p> <p>Furthermore the students have after this course an understanding of the tasks and</p>					

responsibilities of the members of the controllership function.

**Description / Content:**

**Course 2a: Financial and Management Accounting**

The course starts with an illustration of the differences between financial and management accounting. This is followed by teaching the structure and content of the elements of annual statements regulated by International Financial Reporting Standards. The class will be demonstrated the conflict between relevance and reliability of external data. The different fields of management accounting are then classified and characterised. The general objective is to clarify how companies are run goal-oriented in the long run as well as short-term, which instruments and tools of managerial accounting are used in these processes and how internal accounting systems support decision-making and control. As the long-term goal of companies is the increase of their value, value measurement approaches and instruments and the tools for capital investment decisions which support the long-term creation of value are demonstrated. In the short-term perspective two main questions have to be answered: How can performance of management be measured for a past period? What cost accounting systems support management best in short-term decision making with given capacities and processes and in budgeting control?

**References:**

- Bhimani, A./Datar, S.M./Foster, G./Horngren, C.T.: Management and Cost Accounting, 4th edition, Prentice Hall 2008
- Warren, C.S./Reeve, J.M./Duchac, J.: Financial and Managerial Accounting, South-Western College Publishing 2006

**Course 2b: Operative and Strategic Controlling**

Controlling is more than monitoring. It means to lead companies and also non-profit organizations goal oriented. This causes a process of setting top goals, deploying these top goals into subgoals over all levels of the hierarchy, all functional areas and all members of the organization, monitoring the attainment of the goals over the period for which the goals are valid and taking actions if the planned goal figures are different from the actual figures. The elements of this process – planning, monitoring, implementation and reacting to goal deviations – will be presented and discussed interactively in this course in detail. Important controlling instruments like budgets, rolling forecasts, reports, value driver trees or balanced scorecards are also contents of the course.

Controlling in this functional sense is the task of all managers of an institution. They are supported by controllers, who help managers particularly by taking over formal planning work, coordinating activities and developing and delivering excellent reports.

**References:**

- Bragg, S.M.: Controller's Guide to Planning and Controlling, John Wiley & Sons 2004
- Roehl-Anderson, J.M./Bragg, S.M.: The Controller's Function, John Wiley & Sons 1996

<b>Language:</b>
Courses are taught in English.
<b>Teaching methods:</b>
Lecture, discussion and experience based sessions, group work, case studies, self-study.
<b>Module applicability:</b>
MBA „General Management“ - english
<b>Pre-requisites/Requirements:</b>
Admission to the MBA programme “General Management” - english
<b>Examination Types:</b>
Written examination (180 minutes).
<b>Requirement for award of ECTS-points:</b>
Successful participation in the exam.
<b>Course availability:</b>
Annually
<b>Assessment:</b>
The exam of this module counts for 9,09 per cent of the final examination
<b>Modul convenor and main lecturers:</b>
Prof. Dr. Klaus-Peter Franz; Dr. Thomas Senger; Dr. Kristin Grundmann (Former head of controlling of one of the biggest German companies)
<b>Further information:</b>
Material for the courses will be provided online before the courses start.
<b>Module Version:</b>
Aug. 5 <sup>th</sup> 2014