

| Annex No. 3 | | Postgraduate Studies Course Programme | | | |
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| 1. | Course Title | Management accounting and control | | | |
| 2. | Code | CFM518 | | | |
| 3. | Study programme | Corporate Financial Management | | | |
| 4. | Organizer of the study programme (university unit i.e. institute, chair, department) | Ss. Cyril and Methodius University in Skopje Faculty of Economics - Skopje Chair of Management | | | |
| 5. | Level (first, second, third cycle) | Second cycle, postgraduate studies | | | |
| 6. | Academic year / semester | 2022-2023 (Winter semester) | 7. | Number of ECTS credits | 6 |
| 8. | Professor | Prof. Marina Trpeska, PhD | | | |
| 9. | Preconditions for enrolment | 240 ECTS from the first cycle of studies | | | |
| 10. | <p>Course Objectives (Competencies): After taking this course, students should be able to:</p> <ul style="list-style-type: none"> To understand the company's strategy and its importance for meeting goals and making business decisions To apply the chain analysis in determining the prices To compare the marginal and absorption costing methods as a profit reporting and inventory valuation system Explain the difficulties and implications of applying target pricing in manufacturing and service industries and suggest how the target pricing gap can be closed To implement and interpret activity-based costing To explain the origin of throughput accounting as a "super variable method" and the theory of constraints To be able to form transfer prices To understand and implement management accounting systems for strategic planning To apply and establish benchmarking To understand and apply the techniques of total quality management and reengineering of business processes Understand and apply management accounting systems for performance measurement and control. | | | | |
| 11. | <p>Course content:</p> <ul style="list-style-type: none"> Strategic accounting as a function of business decision-making Value chain analysis for competitive advantage assessment and product life cycle accounting Cost systems for reporting profit and inventory valuation The target price as a strategic goal The accounting of activities in function of cost price determination Super variable method (throughput accounting) and theory of constraints as methods for price determination and profit measurement Strategic management accounting in function of transfer price determination (internal prices) Management accounting for strategic planning Use of benchmarking as best practices Total quality management and reengineering of business processes Strategy and framework of balanced perspectives, including financial and non-financial measures (Balanced Scorecard) | | | | |
| 12. | Learning methods: lectures, presentations, case studies, projects, homework | | | | |
| 13. | Total hours | 6 ECTS x 30 classes = 180 classes | | | |

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| 14. | Allocation of hours per activity | 24+16+40+10+90 = 180 classes | | | | |
| 15. | Types of teaching activities | 15.1. | Lectures | 24 classes | | |
| | | 15.2. | Exercises (Seminars) | 16 classes | | |
| 16. | Other types of activities | 16.1. | Projects | 40 classes | | |
| | | 16.2. | Individual work | 10 classes | | |
| | | 16.3 | Homework and study | 90 classes | | |
| 17. | Grading method: 60+30+10 =100 points | | | | | |
| | 17.1. | Tests (Domain, Essay, Multiple choice exam, Case) | 60 points | | | |
| | 17.2. | Individual work | 30 points | | | |
| | 17.3. | Attendance and class participations | 10 points | | | |
| 18. | Grading scale | less than 50 points | 5 (five) (F) | | | |
| | | from 51 to 60 points | 6 (six) (E) | | | |
| | | from 61 to 70 points | 7 (seven) (D) | | | |
| | | from 71 to 80 points | 8 (eight) (C) | | | |
| | | from 81 to 90 points | 9 (nine) (B) | | | |
| | | from 91 to 100 points | 10 (ten) (A) | | | |
| 19. | Preconditions for taking the final exam | Realized activities from points 15 and 16 | | | | |
| 20. | Language | Macedonian (or English) | | | | |
| 21. | Evaluation method | Internal evaluation and survey | | | | |
| 22. | Literature | | | | | |
| | 22.1. | Compulsory literature | | | | |
| | | No. | Author | Title | Publisher | Year |
| | | 1. | Markovski Slobodan, Nedev Blažo | Management Accounting | Faculty of Economics - Skopje | 2003 |
| | | 2. | Trpeska Marina | Authorized materials from lectures | Faculty of Economics - Skopje | 2021 |
| | 22.2. | Additional literature | | | | |
| | | No. | Author | Title | Publisher | Year |
| | | 1. | Horngren, C., Datar, S., Rajan, M. | Cost Accounting | Pearson | 2014 |
| | | 2. | Garrison, R., Noreen E., et al. | Managerial Accounting | Mc-Graw Hill Education | 2017 |
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