



SUBJECT (MODULE) DESCRIPTION

Name of the academic subject (module)	Code
Strategic management accounting systems	

Annotation
The aim of the course is to provide theoretical and practical knowledge of strategic cost accounting, pricing and performance measurement systems as a basis for the information support of the strategic management of an enterprise, and to develop students' abilities to design, develop and manage these systems independently.

Staff	Department
Coordinator: ass. prof. PhD Daiva Tamulevičienė Other: ass. PhD Živilė Simonaitytė	Faculty of Economics and Business Administration, Department of Accounting and Auditing

Cycle of studies	Type of the subject (module):
First	Compulsory

Form of implementation	Period	Language of instruction
Face-to-face	Spring (6) semester	English, Lithuanian

Requirements for students	
Prerequisites: Cost accounting and management, Enterprise budget management	Additional requirements (if any): -

Volume of the subject (module) in credits	Total student workload	Contact hours	Independent work hours
5	130	48	82

Aims of the subject (module): competences to be built by the study programme			
<p>General competences:</p> <p>1.1. Will be able to communicate effectively in writing and orally, convey accounting and financial knowledge to specialists and non-specialists, following professional ethics and citizenship.</p> <p>1.2. be able to discuss and work constructively, independently and in a team, and to work tolerantly in multicultural and transnational groups and organisations</p> <p>2.2 Demonstrate creative thinking skills and the ability to take innovative decisions.</p> <p>Course unit competences:</p> <p>3.3. Will know and be able to apply economic and statistical data collection, systematization, and analysis methods, will be able to prepare various reports, considering the functions of various types of accounting, the general accounting policy of the organization, information technologies and the requirements and methods of providing accounting information to external and internal users.</p> <p>5.3. be able to analyse, evaluate and forecast organisational indicators, identify accounting management and financial management problems, selecting complex technological, organisational and methodological tools, applying a systemic and global approach, and formulate conclusions, summaries and proposals.</p>			
Study objectives of the study program	Intended outcomes of the subject (module)	Study methods	Assessment methods
2.2	Demonstrate creative thinking skills in interpreting the information needed to organise the company's strategic activities and assess the level of achievement of strategic results.	Lectures, work with scientific literature and sources; discussions; problem solving;	Exam Mid-term reporting Group homework

1.1; 1.2	Be able to work constructively in a team, communicate effectively in writing and orally, and convey knowledge	group work, presentation preparation	
3.3	Know the importance and place of strategic management accounting systems in the overall strategic management system of the enterprise. Know the main strategic cost accounting, pricing, performance and enterprise value measurement systems, their applications, and principles;	Lectures, seminars, work with scientific literature and sources; report writing, assignments; individual work.	
5.3	Be able to select and apply appropriate strategic cost accounting systems; assess their impact on strategic and operational performance; be able to produce internal strategic cost reports. Be able to select and apply appropriate pricing, risk and performance measurement, and linear programming tools; be able to produce internal corporate performance measurement reports.	Lectures, seminars, work with scientific literature and sources; report writing, assignments; individual work.	Exam Mid-term reporting
	Be able to design, develop and manage the company's strategic management accounting systems to ensure the achievement of the company's strategic objectives	Lectures, seminars, work with scientific literature and sources; report writing; assignments; individual work; group work	Exam Group homework

Themes	Contact hours							Independent work assignments	
	Lectures	Consultations	Seminars	Practical classes	Lab works	Practice	Total contact hours	Independent work	Assignments
1. Introductory lecture. Strategic management accounting as a key source of strategic management information.	2						2	2	Studying literature and scientific papers
2. Performance-based accounting, management, and budgeting. Activity based costing (ABC). Basic steps, calculation, advantages, and disadvantages of use. Activity based management (ABM) Process value analysis. Activity Based Budgeting. Methods and use of budgeting.	3			2			5	6	Literature study, information analysis, systematization and use solving practical tasks, preparing group homework
3. Target Costing. Purpose of the system, use, implementation phases, implementation tools. Application in service companies. Methods of reducing the gap between target costs and actual (expected) costs.	3			2			5	7	Literature study, information analysis, systematization and use solving practical tasks, preparing group homework
4. Life cycle costing. Product life cycle. Stages of life cycle costing: planning and design costs, production costs, service and exit costs. Concept of donated and incurred costs. Strategies to reduce life cycle unit costs.	3			2			5	7	Literature study, information analysis, systematization and use solving practical tasks, preparing group homework
5. Environmental Management Accounting. The importance of environmental cost accounting, the main costs involved, how to calculate them	2						2	2	Studying literature and scientific papers
6. Throughput Accounting. Limitations of traditional cost accounting systems and incorrect	3			2			5	8	Literature study, information analysis,

assumptions in determining product profitability. The theory of constraints. Steps in the application of the theory of constraints. The concept of throughput and fully variable costs. Indicators of throughput accounting, their calculation, interpretation and improvement									systematization and use solving practical tasks, preparing group homework
7. Linear Programming. Accounting for multiple limiting factors, their programming, spare capacity and hidden costs	3			2			5	7	Literature study, information analysis, systematization and use solving practical tasks, preparing group homework
Interim test	2						2	10	Repetition of material
8. Pricing. The main elements determining price, the different methods of setting it: cost plus, marginal cost plus, opportunity cost plus, optimal pricing, price elasticity of demand, pricing strategies	3			2			5	8	Literature study, information analysis, systematization and use solving practical tasks, preparing group homework
9. Risk and uncertainty. Risk selection, decision trees	3			2			5	7	Literature study, information analysis, systematization and use solving practical tasks, preparing group homework
10. Evaluating strategic management accounting using financial and non-financial indicators. Hierarchy of performance measurement. Measures for measuring financial performance. Key profitability, turnover, liquidity, leverage indicators and their frameworks. Limitations of financial performance measures. Ways to improve financial performance through non-financial performance measures and frameworks.	3			2			5	8	Literature study, information analysis, systematization and use solving practical tasks, preparing group homework
Social partner lecture	2						2		
Preparing for the exam								10	Repetition of material
Total	32			16			48	82	

Assessment strategy	Weight in points	Time of assessment	Criteria of assessment
Interim test	40	During the semester	<p>The assessment consists of theoretical questions and practical exercises that test students' knowledge and skills in selecting and applying strategic cost accounting systems, interpreting, evaluating, and presenting the data in internal reporting.</p> <p>Excellent: 95-100% correct questions Very good: 85-94% correctly answered questions Good: 75-84% correctly answered questions Average: 65-74% correctly answered questions Satisfactory: 55-64% correctly answered questions Weak: 45-54% correctly answered questions Unsatisfactory: Answered by less than 45% questions</p>
Project presentation	20	During the semester	<p>The group homework assignment consists of an independent study of a selected strategic management accounting system. The essence of the system, its design, development, and management shall be presented in seminars in the form of a presentation. The level of disclosure of the topic, the coherence of the</p>

			presentation and the answers to the questions shall be assessed.
Exam	40	During the session	<p>The exam consists of theoretical questions and practical exercises that test students' knowledge and ability to select and apply pricing, linear programming, risk and performance measurement tools and indicators, and to interpret, evaluate and display the data in internal reporting.</p> <p>Excellent: 95-100% correct questions Very good: 85-94% correctly answered questions Good: 75-84% correctly answered questions Average: 65-74% correctly answered questions Satisfactory: 55-64% correctly answered questions Weak: 45-54% correctly answered questions Unsatisfactory: Answered by less than 45% questions</p>
Assessment of external examination	100		<p>The exam consists of closed and open-ended tests of varying difficulty, both theoretical and practical. The exam aims to test students' mastery of all topics.</p> <p>Excellent: 95-100% correct questions Very good: 85-94% correctly answered questions Good: 75-84% correctly answered questions Average: 65-74% correctly answered questions Satisfactory: 55-64% correctly answered questions Weak: 45-54% correctly answered questions Unsatisfactory: Answered by less than 45% questions</p>

Author	Year	Title	Volume of the periodical or publication	Place of publishing, publishing house, or Internet reference
Compulsory literature				
Hansen, D., Mowen, M., Guan, L.	2009	Cost Management: Accounting and Control	6th ed.	Southwestern Cengage Learning
	2017	Performance Management. ACCA Paper F5.		Becker Professional Education
Supplementary literature				
Lakis, Mackevičius, Gažauskas	2010	Valdymo apskaitos teorija ir praktika		Vilnius: Vilniaus universiteto leidykla
Seuring, S., Goldbach, M.	2002	Cost Management in Supply Chain		Physica-Verlag https://ebookcentral.proquest.com/lib/viluniv-ebooks/detail.action?docID=3100401
H, Roger, A.W. Ming Ong	2011	Strategic Cost Analysis		Business Expert Press https://ebookcentral.proquest.com/lib/viluniv-ebooks/detail.action?docID=876652