Syllabus

Course Program

Accounting in Enterprise Management

Specialty
071 Accounting and Taxation

Institute
Educational and Scientific Institute of Economics, Management and International Business

Educational program
Accounting, Auditing and Taxation

Department
Accounting and Finance (205)

Level of education
Master's level

Course type
Professional training, Selective

Semester
2

Language of instruction
English

Lecturers and course developers

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Candidate of Economic Sciences, specialty 08.00.09 - Accounting, analysis, and audit (by types of economic activity), senior lecturer of the Department of Accounting and Finance of NTU "KhPI". Teaching experience - 19 years. Author and co-author of more than 100 scientific and educational works. Leading teacher in the disciplines: "Accounting in Enterprise Management", "Enterprise Reporting", "Strategic Management Accounting", "Accounting and Analytical Support for Foreign Economic Activity", "Financial planning and budgeting" and others in English and Ukrainian languages. CEFR level C1 certificate, 15 years of experience in teaching economic disciplines in English.

More details about the lecturer are available on the department's website

General information

Summary

"Accounting in Enterprise Management" academic subject considers the role of accounting in strategic and operational decision-making processes. The course focuses on integrating financial and managerial accounting to optimize enterprise resource allocation, cost control, and performance evaluation. Key topics include budgeting, financial reporting, cost analysis, and the use of accounting data in planning and managing business activities. By aligning accounting practices with organizational goals, students gain insights into how accounting supports effective management, enhances accountability, and drives long-term business success.

Course objectives and goals

The academic subject is developed to provide students with a comprehensive understanding of accounting as a critical tool for enterprise management. Students will develop skills in preparing and analyzing financial and managerial reports, learn to use accounting data for strategic planning and decision-making, master techniques for cost control, budgeting, and performance evaluation, explore ethical and regulatory considerations in enterprise accounting, and gain practical knowledge to align accounting processes with business objectives.

Format of classes

Lectures, practical classes, consultations. Individual task in the form of a calculated and graphic task. The final control measure is an exam.

Competencies

GC01. Ability to identify, pose, and solve problems.
GC05. Ability to generate new ideas (creativity).
GC06. Ability to search for, process, and analyze information from various sources.
GC07. Ability to work in an international context.
GC08. Ability to communicate with representatives of other professional groups at various levels (with experts from other fields of knowledge/types of economic activity).

SC01. Ability to generate and use accounting information for making effective managerial decisions at all levels of enterprise management to improve the efficiency, effectiveness, and social responsibility of the business.
SC02. Ability to organize the accounting process and regulate the activities of its performers in accordance with the requirements of legislation and enterprise management.
SC03. Ability to apply theoretical, methodological, and practical approaches to organizing accounting, control, planning, and optimization of tax calculations.
SC04. Ability to prepare financial statements according to international standards, correctly interpret, disclose, and use relevant information to make effective managerial decisions.
SC05. Ability to apply methods and techniques of analytical support for modern management systems, taking into account the enterprise development strategy under conditions of uncertainty, risk, and/or information asymmetry.
SC06. Use international standards for quality control, auditing, review, assurance engagements, and related services while adhering to professional ethics in the process of practical activities.
SC07. Ability to formulate tasks, improve methodologies, and implement modern methods of financial and management accounting, analysis, auditing, and taxation in accordance with the strategic goals of the enterprise.
SC08. Ability to perform administrative and managerial functions in the activities of business entities and public sector bodies.
SC09. Ability to provide consulting services to owners, enterprise management, and other users of information in the areas of accounting, analysis, control, auditing, and taxation.
SC10. Ability to conduct scientific research to solve current issues in the theory, methodology, organization, and practice of accounting, auditing, analysis, control, and taxation.

Special (professional) competencies (defined by the higher education institution) for the discipline block 01 "Accounting, Auditing, and Taxation":
SC1 Ability to analyze financial and non-financial performance indicators of an entrepreneurial entity for effective management of its assets and sources of formation within the framework of strategic management accounting, followed by auditing based on the collection, processing, and quantitative and qualitative interpretation of data from various sources.

Learning outcomes

Learning outcomes (defined by the higher education institution) for the discipline block 01 "Accounting, Auditing, and Taxation":
LO1 Ability to develop internal (managerial) standards and formats for management and other reporting for business entities to generate relevant analytical information for effective decision-making, with the subsequent application of organizational and methodological approaches to the organization and conduct of audits of target financial reporting indicators for business entities.

Student workload

The total volume of the course is 120 hours (4 ECTS credits): lectures - 32 hours, practice classes - 16 hours, self-study - 72 hours.

Course prerequisites

To successfully pass the educational discipline, it is necessary to have the knowledge and practical skills in the following disciplines: "Organization of accounting", "Tax Management", and "Management Information Systems in Finance and Accounting".

Features of the course, teaching and learning methods, and technologies

Lectures are held interactively in the form of informational and problem lectures, using Microsoft Teams software. In practical classes, case methods and presentations are used, and attention is focused on the application of various specialized methods of the strategic management accounting. Study materials are available to students through the Office 365 system.

In informational lecture, students receive information interpreted by the lecturer. In a problem lecture, a new task is introduced as an unknown that needs to be "discovered". The task of the lecturer, having created a problem situation, is to motivate students to find a solution to the problem, bringing them step by step to the goal of the search. For this, the new theoretical material is presented in the form of a problem. There are contradictions in its conditions that must be identified and resolved. In the course of the solution, the students receive, in cooperation with the lecturer, new necessary knowledge. Thus, the process of students' learning according to this form of presentation is approaching a search and research activity.

Multimedia presentation gives the lecturer an opportunity to show creativity, individuality, avoid a formal approach to conducting classes. It provides the lecturer with the opportunity for informational support, illustrating, use of various exercises, saving time and material resources, expansion of the educational space of the lecture. A case study is an in-depth, detailed examination of a particular case (or cases) within a real-world context.

Program of the course

Topics of the lectures

Topic 1. The Essence and Place of Accounting Information in Enterprise Management.
Definition and role of accounting information. Accounting as a tool for decision-making and control. Strategic vs. operational accounting information. Integration of accounting into enterprise management systems. The relationship between financial and managerial accounting.

Topic 2. The Information Support of the Management Decision-Making Process.
The decision-making process and stages. Role of real-time vs. historical accounting data. Characteristics of high-quality accounting information (relevance, reliability, timeliness). Importance of forecasting and budgeting in decision-making. Case studies: Accounting in complex decisions.

Topic 3. Kinds of Accounting Information Used in Enterprise Management Process.
Financial accounting data for external stakeholders. Managerial accounting data for internal decision-making. Cost and revenue analysis information. Key performance indicators (KPIs). Comparative analysis of financial, managerial, and operational data.

Topic 4. The Users of Accounting Information in Management.
Internal users: Executives, managers, department heads. External users: Investors, creditors, regulators. Specific needs of each user group. Communication of accounting information across levels of management. Accounting reports tailored for different stakeholders.

Topic 5. Limitations of the Accounting Information Use in Management.
Incomplete or outdated data. Subjectivity in cost allocation and estimates. Challenges of accounting for intangible assets. Dependence on assumptions in forecasts and budgets. Ethical dilemmas in presenting accounting information.

Topic 6. Accounting Context of Organizational Communications in the Management System.
Role of accounting in organizational communication. Accounting as a language of business. Tools for effective dissemination of accounting data. Aligning accounting communication with organizational strategy. Technology's role in facilitating accounting communication.

Topic 7. Communication Barriers to the Quality of Accounting Information in Enterprise Management.
Barriers caused by technical inaccuracies or data misrepresentation. Challenges of overloading managers with complex accounting data. Lack of financial literacy among decision-makers. Cultural and organizational barriers to effective communication. Strategies for overcoming communication issues.

Topic 8. Accounting Reports in Management Accounting.
Types of management accounting reports: budget, variance, and performance reports. Components of a well-structured management accounting report. Customization of reports for different managerial needs. Automation and dashboards in management accounting reporting. Case studies: Impact of accounting reports on strategic decisions.
Topic 9. Financial Analysis as the Accounting Technique in Management.
Objectives and importance of financial analysis. Key techniques: ratio analysis, trend analysis, and comparative financial statements. Using financial analysis for evaluating enterprise performance. Case studies: Application of financial analysis in real-world scenarios. Limitations of financial analysis in decision-making.
Topic 10. Management of Working Capital.
Definition and components of working capital. Strategies for working capital optimization. Importance of cash flow management in enterprise success. Key working capital ratios (current ratio, quick ratio, etc.). Case studies: Efficient working capital management.
Topic 11. Risk Management as the Accounting Technique in Management.
Definition and types of risks in enterprise management. Role of accounting information in risk identification and mitigation. Techniques: scenario analysis, sensitivity analysis, and risk-adjusted forecasts. Integration of risk management in strategic accounting practices. Case studies: Effective accounting-driven risk management.
Topic 12. Ethical Issues and Corporate Social Responsibility in Accounting.
Ethical standards in accounting (e.g., integrity, objectivity, confidentiality). Common ethical challenges in accounting practices. Role of accounting in promoting corporate social responsibility (CSR). CSR reporting and sustainability accounting. Case studies: Accounting's impact on ethical and sustainable management practices.

Topics of the workshops

Topic 1. The Essence and Place of Accounting Information in Enterprise Management.
Identifying key accounting data for managerial decision-making. Practical examples of integrating accounting information into management processes. Exercises: Differentiating between financial and managerial accounting data. Case study: Role of accounting in strategic enterprise management.
Topic 2. The Information Support of the Management Decision-Making Process.
Analyzing the quality of accounting data (relevance, accuracy, timeliness). Exercises: Building scenarios using accounting forecasts. Case study: Decision-making supported by accounting information. Role-playing: Presenting accounting data to managers.
Topic 3. Kinds of Accounting Information Used in Enterprise Management Process.
Classification of financial and managerial accounting data. Exercises: Identifying cost and revenue data for specific decisions. Practical task: Creating KPIs based on accounting information. Case study: Comparative analysis of operational and financial data in management.
Topic 4. The Users of Accounting Information in Management.
Role-playing: Preparing accounting reports for internal and external users. Exercises: Tailoring accounting information for specific management needs. Practical analysis: Identifying information priorities for different users. Case study: Effective communication of accounting data to stakeholders.
Topic 5. Limitations of the Accounting Information Use in Management.
Identifying limitations in sample accounting data. Exercises: Analyzing scenarios with incomplete or outdated accounting information. Case study: Consequences of subjective assumptions in forecasts. Group discussion: Strategies for overcoming accounting information limitations.
Topic 6. Accounting Context of Organizational Communications in the Management System.
Exercises: Mapping communication flows for accounting data within an organization. Practical task: Designing a communication strategy for accounting insights. Role-playing: Presenting accounting information aligned with organizational goals. Case study: Impact of communication channels on accounting data quality.
Topic 7. Communication Barriers to the Quality of Accounting Information in Enterprise Management.
Exercises: Identifying barriers in case-based communication scenarios. Group task: Developing strategies to overcome communication barriers. Role-playing: Addressing communication challenges with financial and non-financial data. Case study: Organizational cultural barriers affecting accounting information flow.
Topic 8. Accounting Reports in Management Accounting.

Exercises: Analyzing different types of management accounting reports. Practical task: Preparing budget and variance reports. Group work: Designing customized reports for different managerial needs. Case study: Using accounting reports for operational decision-making.

Topic 9. Financial Analysis as the Accounting Technique in Management.

Exercises: Ratio analysis, trend analysis, and comparative financial statements. Practical task: Applying financial analysis to assess enterprise performance. Case study: Financial analysis in investment decision-making. Group task: Identifying limitations in financial analysis data.

Topic 10. Management of Working Capital.

Exercises: Calculating working capital ratios (current ratio, quick ratio). Practical task: Analyzing cash flow statements to optimize working capital. Case study: Real-world examples of efficient working capital management. Role-playing: Creating strategies for cash flow optimization.

Topic 11. Risk Management as the Accounting Technique in Management.

Practical task: Identifying risks using accounting data. Exercises: Conducting sensitivity and scenario analysis. Group work: Developing risk mitigation strategies based on accounting forecasts. Case study: Effective use of accounting in enterprise risk management.

Topic 12. Ethical Issues and Corporate Social Responsibility in Accounting.

Exercises: Identifying ethical challenges in accounting scenarios. Practical task: Analyzing CSR reports for sustainability accounting practices. Group discussion: Role of ethics in improving accounting transparency. Case study: Impact of ethical accounting practices on enterprise reputation.

Topics of the laboratory classes

There are no laboratory classes within the scope of the discipline.

Self-study

There is an individual task in the form of a calculated and graphic task in the scope of the course. When preparing the individual task, students must show theoretical knowledge and practical skills, like the ability to work with paper and digital information sources, analyze and summarize theoretical and practical data, draw conclusions and proposals.

Course materials and recommended reading

Basic literature

1. Anthony, R. N., Govindarajan, V., Hartmann, F. G. H., Kraus, K., & Nilsson, G. (2014). Management Control Systems (13th ed.). McGraw-Hill Education.
2. Atrill, P., & McLaney, E. (2021). Accounting and Finance for Non-Specialists (12th ed.). Pearson Education.
3. Bhimani, A., Horngren, C. T., Datar, S. M., & Rajan, M. (2019). Management and Cost Accounting (7th ed.). Pearson.
4. Drury, C. (2018). Management and Cost Accounting (10th ed.). Cengage Learning.
5. Horngren, C. T., Sundem, G. L., Burgstahler, D., & Schatzberg, J. (2014). Introduction to Management Accounting (16th ed.). Pearson.
6. Kaplan, R. S., & Atkinson, A. A. (2015). Advanced Management Accounting (3rd ed.). Pearson Education.
7. Seal, W., Garrison, R. H., & Noreen, E. W. (2019). Management Accounting (7th ed.). McGraw-Hill Education.
8. Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2020). Managerial Accounting: Tools for Business Decision Making (9th ed.). Wiley.
9. Zimmerman, J. L. (2020). Accounting for Decision Making and Control (10th ed.). McGraw-Hill Education.
10. Merchant, K. A., & Van der Stede, W. A. (2017). Management Control Systems: Performance Measurement, Evaluation and Incentives (4th ed.). Pearson.
11. Hansen, D. R., Mowen, M. M., & Guan, L. (2021). Cost Management: Accounting and Control (7th ed.). Cengage Learning.
12. Blocher, E. J., Stout, D. E., Juras, P. E., & Cokins, G. (2019). Cost Management: A Strategic Emphasis (8th ed.). McGraw-Hill Education.

Additional literature
1. Abdel-Maksoud, A., Dugdale, D., & Luther, R. (2016). Non-financial performance measurement in manufacturing companies. The British Accounting Review, 48(1), 1-11. https://doi.org/10.1016/j.bar.2014.10.001
2. Albelda, E. (2017). The role of management accounting innovations in enabling sustainability. Sustainability Accounting, Management and Policy Journal, 8(1), 37-65. https://doi.org/10.1108/SAMPJ-03-2016-0016
3. Brierley, J. A. (2014). The importance of management accounting for small businesses. Journal of Small Business Management, 52(3), 365-378. https://doi.org/10.1111/jsbm.12041
4. Chenhall, R. H., & Langfield-Smith, K. (2015). Factors influencing the role of management accounting in strategic decision-making. Accounting, Organizations and Society, 42, 1-17. https://doi.org/10.1016/j.aos.2015.03.003
5. Dekker, H. C. (2016). Partner selection in inter-organizational relationships. Management Accounting Research, 34, 1-15. https://doi.org/10.1016/j.mar.2016.03.001
6. Kaplan, R. S., & Norton, D. P. (2017). Using the Balanced Scorecard as a Strategic Management System. Harvard Business Review, 95(1), 150-161.
7. Maali, B., & Jaara, O. (2021). Corporate governance and its impact on accounting practices. International Journal of Business Governance and Ethics, 15(3), 250-270. https://doi.org/10.1504/IJBGE.2021.10039600
8. Otley, D. (2016). The contingency theory of management accounting and control: 1980–2020. Management Accounting Research, 48, 45-62. https://doi.org/10.1016/j.mar.2016.07.001
9. Pavlatos, O., & Kostakis, H. (2018). Management accounting systems and performance under market turbulence. Accounting Forum, 42(1), 3-15. https://doi.org/10.1016/j.accfor.2018.01.001
10. Ross, A. D., & Segal, M. N. (2016). Financial and non-financial measures of performance: A critical analysis. Journal of Accounting Literature, 36, 23-42. https://doi.org/10.1016/j.acclit.2016.01.001
11. Wouters, M., & Kirchberger, M. (2015). Customer value and cost management in B2B markets. Industrial Marketing Management, 47, 96-106. https://doi.org/10.1016/j.indmarman.2015.02.015
12. Yazdifar, H., & Tsamenyi, M. (2015). Management accounting change in developing countries. Critical Perspectives on Accounting, 28, 1-29. https://doi.org/10.1016/j.cpa.2014.08.001

Assessment and grading

Criteria for assessment of student performance, and the final score structure

The final grade for the academic subject is defined as the sum of grades/points for all types of activities during the semester: home works during the semester (15% each), activity and answers to the teacher's questions during lectures and practical classes (20%), presentation of the course project (25%), final survey before the end of the semester (40%).

In case of disagreement with the grade received during the semester, the student has the right to take the exam. Examination tickets contain 3 theoretical questions and 1 practical task. Answers to theoretical questions are given orally by the student after a short preparation, the task is completed in writing and sent to the teacher through the Office 365 or MS Teams system (up to 100%).

Grading scale

Total points	National	ECTS
90–100	Excellent	A
82–89	Good	B
75–81	Good	C
64–74	Satisfactory	D
60–63	Satisfactory	E
35–59	Unsatisfactory (requires additional learning)	FX
1–34	Unsatisfactory (requires repetition of the course)	F

Norms of academic integrity and course policy

The student must adhere to the Code of Ethics of Academic Relations and Integrity of NTU "KhPI": to demonstrate discipline, good manners, kindness, honesty, and responsibility. Conflict situations should be openly discussed in academic groups with a lecturer, and if it is impossible to resolve the conflict, they should be brought to the attention of the Institute's management.
Regulatory and legal documents related to the implementation of the principles of academic integrity at NTU "KhPI" are available on the website: http://blogs.kpi.kharkov.ua/v2/nv/akademichna-dobrochesnist/

Approval

Approved by	Date, signature	Head of the department Oleksandr MANOYLENKO
	Date, signature	Guarantor of the educational program Tetiana DAVYDIUK