

Management control

Master's degree in: Financial Management

Subject: Planning and control

Credits: 6 ECTS

Program: Master in Finance

Modality: On-campus Full-Time

Semester: First

Type: Mandatory

Language of instruction: English

Academic year: 2025/2026

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1. Presentation

In today's dynamic and competitive business landscape, effective cost management and control are essential for organizations to thrive. This course is designed to equip you with the knowledge and skills necessary to navigate the intricacies of cost management, enabling you to make informed decisions that drive financial success.

Throughout this course, we will delve into the fundamental principles of cost management, exploring how costs are incurred, allocated, and controlled within an organization. We will also look at performance management tools and dashboards and their use in organization management.

From cost analysis and budgeting techniques to breakeven analysis and performance measurement, we will cover a comprehensive range of topics. Real-world case studies and practical examples will illustrate the concepts, helping you bridge the gap between theory and application. By the end of this course, you will be well-equipped to identify cost drivers, implement cost-saving initiatives, make business decisions, and contribute meaningfully to the financial well-being of your organization.

Whether your background is in finance, accounting, management, or any other field, this course welcomes learners from diverse disciplines who share a common goal: to master the art of cost management and control. Get ready to embark on a journey that will empower you with the insights and tools needed to optimize costs, enhance decision-making, and ultimately, drive sustainable business growth.

2. Program's learning outcomes

The subject-related learning outcomes are distributed as follows:

2.1. Knowledge

- RAT 1 The graduate will be able to provide a strategic vision of the implementation of procedures and work systems in a financial context by means of project-based learning and real case studies.
- RAT 3 The graduate will be able to identify effectively challenging situations in the financial management of organizations by means of real case studies.

2.2. Skills

- RAT 5 The graduate will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.

- RAT 6 The graduate will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT 7 The graduate will apply correctly quantitative diagnosis and control techniques in the company's financial planning, managing advanced models of scorecards and strategic analysis.
- RAT 8 The graduate will be able to apply information and data in a proper way in order to identify problems and make financial decisions in the company.
- RAT 12 The graduate will apply diagnosis, valuation, planning and financial control techniques to business organizations in a creative and entrepreneurial way.
- RAT 15 The graduate will know how to apply in a proper way the principles and techniques of quality management and technological innovation in organizations for the financial department

2.3. Competencies

- RAT 16 The graduate will be able to provide innovative, creative and entrepreneurial solutions in professional situations.
- RAT 17 The graduate will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT 18 The graduate will be able to apply the gender perspective in the professional tasks.
- RAT 20 The graduate will be able to assess the economic-financial situation of the company in order to monitor its evolution.
- RAT 23 The graduate will be able to propose the most suitable financing options according to the company's needs and possibilities.
- RAT 24 The graduate will be able to propose the most suitable financing options according to the company's needs and possibilities.

3. Subject's learning outcomes

The subject-based learning outcomes for this course are as follows:

- RAM 4 The graduate will be able to correctly use information and data as key elements for financial decision-making and for identifying, formulating, and solving problems in the field of financial management, through a report interpreting statistical data.
- RAM 5 The graduate will be able to effectively solve problems for decision-making at the financial level of a business organization, taking into account the interrelationship

between different functional and business areas, through the completion of a written practical exercise.

- RAM 6 The graduate will be able to confidently justify the acquisition, structuring, analysis, and visualization of data and information within the area of expertise and the financial management outcomes through an oral presentation of a practical case.
- RAM 8 The graduate will be able to accurately generate a comprehensive financial diagnosis of a company to issue a quantitative and qualitative assessment based on the valuation methodology that best responds to the specific situation, through a written financial report of a company.

4. Contents

- **Topic 1 – Cost Accounting and Activity-based management**
 - Cost accounting, financial accounting, and management accounting
 - Activity-based costing
 - Activity-based management
 - Control for Management Accounting

- **Topic 2 –Cost structure**
 - Cost types
 - Direct and indirect costs
 - Variable and Fixed costs
 - Breakeven analysis

- **Topic 3 – Decision making analysis**
 - Relevant and irrelevant costs
 - Decision making in finance
 - Decision tree

- **Topic - 4 – KPI & Performance management**
 - Performance management as a key business tool
 - Performance management systems: CRM, ERP
 - Comprehensive dashboard
 - KPI's dashboard

5. Methodology

- Two group projects or reports. 10% each.

Block 2 will consist of:

- Participation and oral presentations – 20%.

Block 3 will consist of:

- An exam - 40%.

The final grade for the course will be obtained by weighting the three blocks. The minimum weighted grade required to pass is 5.0.

If the student fails Block 1 or Block 3 (or both) with a grade lower than 5.0, they may retake that block or blocks. This grade will average with the other blocks, and the maximum final grade the student can receive is 5.0.

If the student is unable to attend the initial evaluation, and can provide a justified reason (see regulations of the University of Lleida), they may take the exam on the date set for recovery.

Students who do not attend evaluative activities with a weight exceeding 50% will receive a general course grade of “Not presented.”

Alternative Evaluation

The single evaluation consists of a single exam that accounts for 100% of the course. The exam, and therefore the course, is passed with a grade of 5 out of 10 in this final test. If a grade lower than 5.0 is obtained, the student has the right to a recovery exam.

To opt for the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course. The procedure to follow to opt for this single evaluation is established in the specific rules of EAE.

Plagiarism is a fraudulent activity that can lead to severe penalties, both academic and legal. Academic honesty is one of the pillars of the educational commitment of the School, and the members of its teaching community are especially aware and prepared to detect such actions. Given the difficulty often involved in conceptualizing plagiarism, it has been deemed appropriate to clearly define its content and scope in these regulations and policies.

Plagiarism is understood as the appropriation of works or other people's work by passing them off as one's own; that is, without explicitly crediting their origin. Plagiarism can consist of the unauthorized total or partial copying of someone else's work, or presenting the copy as an original work, impersonating the true author. Some examples of plagiarism are:

- Submitting someone else's work as if it were your own, regardless of whether the copy is total or partial.
- Paraphrasing a text by rephrasing it with other words, but making small changes in the language to disguise it and without citing sources.
- Buying or obtaining a work and presenting it as one's own.
- Relying on an idea or phrase from another person to write a new paper without citing the author of the work.

As established in Article 10 of the Academic Code of Conduct for Students at EAE Barcelona, without prejudice to the academic sanctions resulting from its application, the Academic Commission will promote the legal actions that correspond in case plagiarism could violate applicable regulations regarding intellectual property.

7. Bibliography

- Horngren, C. T., Datar, S. M., & Rajan, M. V. (2018). Cost accounting: A managerial emphasis (16th ed.). Pearson.
- Hansen, D. R., & Mowen, M. M. (2018). Cost management: Accounting and control (7th ed.). Cengage Learning.
- Davila, A. & Oyon, D. (2018). Malea Fashion District: How Successful Managers Use Financial Information to Grow Organizations. CreateSpace Independent Publishing Platform; N.º 3 edition
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- Hilton, R. W. (2019). Managerial accounting: Creating value in a dynamic business environment (12th ed.). McGraw-Hill Education.
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