

EMBA-2426-113-Managerial Accounting

Name of lecturer(s) & Email Philip Vergauwen Philip.Vergauwen@ulb.be	Level/ Semester, Status, Timing Level 2 Compulsory Between 05-06-25 and 07-06-25	ECTS*, CH & SDL** 3 20 70
Description of the course Managerial Accounting for executives focuses on the methods, frameworks and "technologies" that allow the organisation to execute all strategic activities and processes necessary for "goal achievement". The course thus focuses on and applies the systematic, transparent, dynamic and, above all, strategic use and implementation of performance management and control. Managerial accounting is about ensuring, enabling, motivating and safeguarding the creation of "added value" in the organisation by providing the necessary information for optimal decision making (both analysis and synthesis!). This course is developed with special attention to sustainability and innovation and uses interactive (group, peer) learning pedagogies and evaluation/assessment methods.		
Course units <ul style="list-style-type: none">• Why is managerial accounting of strategic importance?• What methods and frameworks deliver on the promise of performance management and control? In what contexts or situations?• Analysis is not decision making in itself: what are the pitfalls for intelligent management?• Decision making is part of our management behaviour: how do we make decisions that work out well?• Creation of added value: managing the process from innovation to cash flow and profit		
Course Learning Outcomes (CLOs) Students will have an in-depth understanding of the accounting "technology" choices they can make to design , implement and adapt the strategic management control system the organisation needs to efficiently and effectively achieve its strategic goals.		
Prerequisite (if any) /		
Contribution to Programme Learning Objectives (PLOs)** <ul style="list-style-type: none">• Learning Objective 1.1: Mastery• Learning Objective 1.2: Mastery• Learning Objective 2.1: Reinforcement• Learning Objective 2.2: Reinforcement• Learning Objective 3.1: Mastery• Learning Objective 3.2: Reinforcement	Evaluation scale 0-20	
Main Teaching methods used in the course Interactive Lecture, Directed Discussion, Case Based Learning, Problem-based learning, Role plays and simulation		
Contribution to the Environmental, social and governance (ESG) Course Contribution to ESG: Yes Contact Hours are dedicated to ESG: 4 Contact Hours containing climate solutions for how organisations can reach net zero: not directly/separately addressed Description of contribution: ESG enters the strategic control system in more than one relevant way. Given the organisation's strategy on ESG, the control system uses belief systems, boundary systems, diagnostic systems and interactive control systems to execute and implement the strategies. A strategic management control system integrates these objectives and links them with performance management and reward systems.		

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

***PLO - Programme Learning Objectives are available on the curriculum page

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Assessment methodology / Learners Use of Time and Load

Assignment one : Individual reflection

- weight 50%
- workload estimated = 15 hours
- due 23-06-2025
- **Guidelines:** The individual paper should be about 5 pages long (typed single spacing, font size 12). The paper should include theories and models tackled in the academic articles that serve as pre readings for this assignment. The paper should include proper referencing and should end with a personal experience driven analysis of the learning through this assignment.

Assignment two : Group assignment - case study

- weight 50%
- workload estimated = 24 hours
- due 23-06-2025
- **Guidelines:** In a group of three or four participants, students need to design a strategic management control system for a chocolate producer in Belgium. This real-life case focuses on meaningful and effective integration of ESG strategies into the performance management and reward systems of the company. Participants should dialogue and learn from each other and use their personal professional experience to design such a system for the case company. Other materials can freely be used.

Readings

Required

Academic articles will be provided for group discussion and individual reflection work (essay).

Recommended

1. "Accounting for Decision Making and Control" by Jerold Zimmerman, McGraw Hill (10th edition)
2. "Levers of control: How managers use innovative control systems to drive strategic renewal" (Harvard Business Press) and/or "Control in an age of empowerment" (Harvard business review) by Robert Simons

Other Learning Materials

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