

Management Accounting and Control (F001006)

Course size *(nominal values; actual values may depend on programme)*

Credits 4.0

Study time 120 h

Course offerings and teaching methods in academic year 2025-2026

A (semester 2)	English	Gent	lecture	
			independent work	0.0h
			seminar	
			group work	0.0h
			practical	0.0h

Lecturers in academic year 2025-2026

Maussen, Sophie	EB22	lecturer-in-charge
Hoozée, Sophie	EB22	co-lecturer

Offered in the following programmes in 2025-2026

	crdts	offering
Master of Science in Business Engineering(main subject Data Analytics)	4	A
Master of Science in Business Engineering (Double Degree)(main subject Finance)	4	A
Master of Science in Business Engineering(main subject Finance)	4	A
Master of Science in Business Engineering(main subject Operations Management)	4	A

Teaching languages

English

Keywords

Standard cost calculation, cost calculations for decision making, profitability analysis, responsibility centres, budgeting, performance measurement, reward systems

Position of the course

The purpose of this course is to provide students with insight into contemporary principles of management accounting for decision making and control, with a particular focus on sustainable business contexts. After completing this course, students should not only possess the necessary knowledge and skills regarding the different cost calculation and cost management techniques, they should also be able to interpret the obtained cost information. In addition, students learn to understand the complex interplay between sub-elements of management control systems and trade-offs between alternative design choices in order to configure an optimal control package in line with the organizational goals.

All sessions are organized in block 1 (week 1-6) of the second semester. During this intensive period, several continuous assessments will take place in order to enable students to master the different skills.

Contents

- Standard cost calculation
- Advanced cost allocation techniques: activity-based costing and time-driven activity-based costing
- The use of cost information for managerial decision making
- The budget cycle
- Management control structure and process
- Optimal management control system configurations

Initial competences

Basic knowledge of financial accounting (can be acquired through knowledge videos which will be provided)

Final competences

- 1 Illustrate basic concepts and contemporary techniques of management accounting
- 2 Execute relevant decision calculations
- 3 Evaluate the business impact of decision calculations
- 4 Illustrate management control concepts and frameworks
- 5 Develop initiatives for improvement based on performance information
- 6 Design an optimal management control system

Conditions for credit contract

Access to this course unit via a credit contract is determined after successful competences assessment

Conditions for exam contract

This course unit cannot be taken via an exam contract

Teaching methods

Group work, Seminar, Lecture, Practical, Independent work

Extra information on the teaching methods

The course organization is extremely interactive. During the online info session, the different teaching and evaluation methods will be explained in detail. During the plenary lectures, theoretical concepts are explained. To translate the different management accounting and control concepts and methods into practice and integrate the content of different courses, students actively work on exercises and various assignments, intensively coached by the instructors.

Study material

Type: Handbook

Name: Management Accounting and Control: Performance Management for Sustainable Business

Indicative price: € 37

Optional: no

Language : English

Author : Hoozée, S., Maussen, S., Everaert, P. , Bruggeman, W.

Oldest Usable Edition : 2026, Athena Uitgevers

Online Available : No

Available through Student Association : Yes

Usability and Lifetime within the Course Unit : intensive

References

Course content-related study coaching

Thanks to the interactive approach of this course, interaction with the instructors should be natural.

Assessment moments

end-of-term and continuous assessment

Examination methods in case of periodic assessment during the first examination period

Written assessment

Examination methods in case of periodic assessment during the second examination period

Written assessment

Examination methods in case of permanent assessment

Oral assessment, Skills test, Participation, Peer and/or self assessment

Possibilities of retake in case of permanent assessment

examination during the second examination period is possible in modified form

Extra information on the examination methods

The assessment is periodic as well as continuous. Attendance is compulsory during the practica (skills tests in group) and the integration seminar (oral examination in group): students who are absent without justification, cannot pass this course. Justified absences should be reported in advance by email to the instructors. There is also an individual written exam (periodic evaluation).

Calculation of the examination mark

There is an individual written exam (60%) as well as continuous assessment (40%), which is based on the content of the team assignments, as well as on effort. The results of the peer assessment are taken into account as well. The instructors retain the responsibility of the final evaluation. The scores on the tasks are carried over from first examination period to second examination period; only the written exam can be retaken in the second examination period

Facilities for Working Students

Working students should contact the instructors before the first session. Depending on their individual situation, their absence may be tolerated for some parts of the course. In these situations, a tailor-made solution will be developed.