

DESCRIPTION OF THE COURSE

GENERAL INFORMATION		
Course Holder	Doc. dr.sc. Aljoša Šestanović	
The name of the college	Controlling	
Study program	Graduate study MBA in Business Management, Department of Finance Management	
Status of the College	Mandatory	
Year	2 nd Year	
Point value and method of teaching	ECTS coefficient of student workload	7
	Number of hours (P+V+S)	28+28+0

DESCRIPTION OF THE COURSE
1.1. <i>Objectives of the course</i>
<p>Students are expected to develop:</p> <p>a) General competencies</p> <ul style="list-style-type: none"> The development of professional integrity Understanding the importance of planning, analysis and control for the company's operations <p>b) Specific competencies</p> <ul style="list-style-type: none"> Applying appropriate planning and analysis techniques interpretation of calculated indicators for the purpose of preparing controlling reports Making judgments about the quality of business through the application of controlling techniques
1.2. <i>Requirements for enrolment in the course</i>
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1.3. *Expected learning outcomes for the course*

Students should be able to:

- 1. Analyze the difference between strategic and operational controlling and the connection of controlling with other functions in the company**
- 2. Interpret controlling processes and control models and tools with an emphasis on economic indicators**
- 3. Present the concept of controlling as a management function of the company with an emphasis on cost and management accounting**
- 4. Argue the role of controlling in companies as well as its facilities with an emphasis on the planning system as an object of controlling**
- 5. Argue the role of controlling in companies as well as its facilities with an emphasis on the reporting system (inventory, sales/customers, marketing, human resources)**
- 6. Interpret the concept of controlling with an emphasis on financial accounting (application of IFRS/CFRS)**

1.4. *Course content*

Introduction to Controlling - Concept, Role, Characteristics, and Connection to Other Functions and Disciplines

- The Role of Controlling in the Modern Economy and Organizations
- Concept, role, characteristics and connection with other functions and disciplines

Cost - Concept, Analytics and Taxonomy

- Concept of costs and related categories
- Cost analytics and taxonomy

Absorption cost method and marginal cost approach method

- Cost Accounting Systems - Absorption and Marginal Approach
- Examples and exercises of applying the absorption and marginal cost approach

Controlling production costs

- Concept and components of overhead manufacturing
- Allocation of overheads of production
- Non-traditional production cost allocation systems
- Examples and Exercises of Manufacturing Overhead Allocation

Preparation for the 1st intermediate exam

Controlling Stock

- Financial implications of inventory management
- Inventory Management Objective and Inventory Cost Components
- Inventory Management and Control Techniques - Minimum, Maximum and Average Inventory Level
- Economic Order Quantity and ABC Inventory Management Method

Planning & Budgeting

- Planning and Budgeting Objectives
- Types of plans and budgets
- Planning and budgeting process
- Selected Case Study

CVP Analysis (Cost, Volume, Profit)

- Break-even point display - extract, graphical and mathematical approach
- Contribution, safety margin and profit target
- Cash Coverage Threshold
- Analysis of the selected case study

Preparation for the 2nd intermediate exam

1.5. Types of teaching (put X)

- ☒ lectures
☐ seminars and workshops
☒ exercises
☐ Distance education
☐ Field Teaching

- ☒ Independent tasks
☐ Multimedia & Network
☐ laboratory
☐ Mentoring work
☐ Other

1.6. Student obligations

The obligations of students are prescribed in detail by the Statute, Study Regulations, and Student Obligations Guidelines. The key obligations of students are:
ATTENDANCE AT CLASSES: *students are obliged to attend classes, actively follow lectures and exercises, and participate constructively in classes, and in order to acquire the right to take the exam, it is necessary to attend classes in the percentages prescribed by the Study Regulations. For each student, their presence in class is recorded*

through the Infoeduka digital office system. The minimum obligations are;

- Full-time students must attend at least 70% of the total number of classes to be eligible to sign.
- Part-time students need to attend at least 50% of the total number of classes to be eligible to sign.

PASSING EXAMS: in order to achieve a positive grade in the subject, it is necessary to achieve at least 54 points in the subject, but also at least 50% of points for each learning outcome. The method of taking the exam is described in more detail in the item Assessment and evaluation of students' work during classes and at the final exam.

***FINAL EXAM** – a student who has not met the conditions for passing the exam during the continuous examination of knowledge (has achieved a total of at least 54 points in the course and has met the lower point threshold of adoption of each learning outcome, i.e. a minimum of 50% of the points of each learning outcome), may take the learning outcomes of the course at the final exam.

WRITTEN EXAM: the student is required to take a written exam that verifies the acquisition of theoretical and practical knowledge related to controlling processes, control models, the concept of controlling as a management function of the company, its role in planning and reporting, and the application of IFRS and CFRS standards.

***CONTINUOUS EXAMINATION:** In order to make students progress more efficiently in class, continuous examinations of knowledge (2 intermediate exams) are carried out. In this way, students acquire smaller teaching units and master the subject material more easily.

1.7. Student Work Tracking (Add X to the appropriate tracking format)

Attending classes	x	Teaching activity		Seminar paper		Experimental work	
Written exam	x	Oral exam		Essay		Research	
Project		Continuous Assessment*		Report		Practical work	
Portfolio							

1.8. Assessment and evaluation of students' work during classes and at the final exam

Evaluation and evaluation of students' work during classes and at the final exam is carried out on the basis of the Regulations on Studying of the EFFECTUS University of Applied Sciences.

Allocation of points according to the forms of student work monitoring

	Attending classes	Written exam	Project	Practical work	Altogether
I1		16			16
I2		16			16
I3		16			16
I4		16			16
I5		16			16
I6		16			16
OUT OF OUTCOME	4				4
ALTOGETHER	4	96	0	0	100



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<i>Linking learning outcomes, teaching methods and knowledge assessment methods:</i>				
FORMS OF TRACKING	NAME OF LEARNING OUTCOMES	TEACHING METHOD	KNOWLEDGE ASSESSMENT METHOD	Maximum number of points
Written exam	OUTCOME 1 <i>Analyze the difference between strategic and operational controlling and the connection of controlling with other functions in the company</i>	lecture	<i>Participation in a written assessment with questions of various types that include conceptual questions with an emphasis on cost analysis</i>	48
		Asking questions		
		discussion		
	OUTCOME 2 <i>Interpret controlling processes and control models and tools with an emphasis on economic indicators</i>	lecture		
		discussion		
		Open Questions		
	OUTCOME 3 <i>Present the concept of controlling as a management function of the company with an emphasis on cost and management accounting</i>	Guided training		
		Rehearsal and feedback		



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	Written exam	OUTCOME 4 <i>Argue the role of controlling in companies as well as its facilities with an emphasis on the planning system as an object of controlling</i>	lectures	<i>Participation in a written examination of knowledge with questions of various types, which includes the application of controlling techniques</i>	48	
			discussion			
		OUTCOME 5 <i>Argue the role of controlling in companies as well as its facilities with an emphasis on the reporting system (inventory, sales/customers, marketing, human resources)</i>	lecture			
			discussion			
			Open Questions			
		OUTCOME 6 <i>Interpret the concept of controlling with an emphasis on financial accounting (application of IFRS/CFRS)</i>	Guided training			
			Rehearsal and feedback			
	Attending classes	All outcomes	Lectures and exercises	Attendance records	4	
	TOTAL POINTS				100	

<i>Type of student workload</i>	<i>Student Load Hours</i>	<i>ECTS credits</i>
Attending contact classes	56	1,87
Field Trips/Visits Outside the College	0	0
Independent study/research	30	1,0
Out-of-classroom preparation and preparation of seminars/presentations	0	0
Work on an out-of-classroom project assignment	0	0
Independent preparation for exams and exam time	109	3,63
Consultation activities	15	0,5
Other	0	0
TOTAL ECTS credits	210	7

RATING:

In order to achieve a positive grade in the course, the student must cumulatively meet two conditions: achieve a total of at least 54 (fifty-four) points in the course and meet the lower point threshold for the adoption of each individual learning outcome, which is 50% of the total points of the learning outcomes.

Grades are calculated based on the following distribution of points:

<i>SCORE</i>	<i>RATING</i>
<i>0,00 – 53,90</i>	<i>Insufficient (1)</i>
<i>54,00 – 64,90</i>	<i>Sufficient (2)</i>
<i>65,00 – 79,90</i>	<i>Good (3)</i>
<i>80,00 – 89,90</i>	<i>Very good (4)</i>
<i>90.00 and more</i>	<i>Excellent (5)</i>

Grading is carried out in a transparent manner by collecting points. The course is evaluated with 100.00 points (with the possibility of achieving an additional 8 points on the Challenge learning outcome).

CHALLENGE LEARNING OUTCOME - the student has the opportunity to earn an additional maximum of 8 points through the Challenge learning outcome; The student independently chooses one of the activities proposed in the first lesson, and has the opportunity to independently propose an activity with which he wants to increase the number of points and, with the consent of the course holder, achieves them according to the criteria of the course. Points for the Challenge learning outcome are not distributed according to the learning outcomes, but the number achieved makes an additional number of points to the total number of points achieved according to the learning outcomes.

Before taking the final written exam, each student must meet the prescribed conditions, which primarily means that they have attended the % of classes determined by the Study Regulations and that they have received an electronically encrypted permission to take the exam.

1.9. Required reading and number of copies in relation to the number of students currently attending classes in the course

<i>Title</i>	<i>Number of copies</i>	<i>Number of students</i>
<i>Business Planning, Control and Analysis, Gulin, Danimir; Perčević, Hrvoje; Tušek, Boris; Žager, Lajoš, HZRI, 2012 (or newer edition)</i>	<i>5*</i> <i>*students receive compulsory literature in permanent ownership</i>	<i>60</i>

1.10 Supplementary literature

Očko J. Švigir A.: Controlling – management from the backstage, Altius consulting, Kognosko, Zagreb, 2009.

Controlling in Practice - The Latest Trends in Controlling, Business Efficiency, ed. Mladen Meter, 2014.

1.11. Means of quality monitoring that ensure the acquisition of output knowledge, skills and competences

- analysis of exam results, achieved results, level of understanding and knowledge during exercises, practical tasks and group work,*
- conducting a survey among students,*
- The evaluation of the teacher,*
- achieved results and level of knowledge presented during the preparation and defense of the final thesis (students who choose a graduate thesis in this course),*
- analysis of the Quality Centre's reports and*
- Feedback from students who have already graduated and their employers on the usefulness of the content of this course in the performance of the work they do.*