DESCRIPTION OF THE COLLEGE

GENERAL INFORMATION		
Course Holder	**Assoc. Prof. Dr. Sc. Aljoša Šestanović**	
Name of the College	**Controlling**	
Study program	**Graduate Study MBA Business Management, Finance Management**	
Status of the College	**Mandatory**	
Code	**MBA-CON-18**	
Year	**Year 2**	
Point value and method of teaching	**ECTS Student Workload Coefficient**	**7**
	Number of hours (P+H+S)	**28+28+0**

DESCRIPTION OF THE COLLEGE
1.1. *Objectives of the course*
Students are expected to develop: a) General competencies • The Rise of Professional Integrity Learning about the importance of planning, analysis and control for the company's business b) Specific competencies • Applying appropriate planning and analysis techniques • Interpretation of calculated indicators for the purpose of creating controlling reports • making judgments about the quality of business through the application of controlling techniques
1.2. *Requirements for enrolment in the course*
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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. **To 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. *The content of the course*

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

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

Costs - Concept, Analytics and Taxonomy

- The concept of costs and related categories
- Cost analytics and taxonomy

Cost absorption method and marginal cost approach method

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

Controlling production costs

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

Preparation for the 1st intermediate exam

Inventory Controlling

- Financial implications of inventory management
- Inventory Management Objective and Cost Components of Inventory

- Inventory management and control techniques - minimum, maximum and average inventory levels
- Economic Order Quantity and ABC Inventory Management Method

Planning & Budgeting

- Planning and budgeting goals
- Types of plans and budgets
- The Planning and Budgeting Process
- Selected case study

CVP Analysis (Cost, Volume, Profit)

- Break-Off Point Representation - Extract, Graphical and Mathematical Approach
- Contribution, safety margin and profit target
- Monetary 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. *Obligations of students*

Student obligations are prescribed in detail by the Statute, the Study Regulations and the Instructions on Student Obligations. 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 commitments 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 teaching hours to be eligible to sign.*

EXAM: 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 (has achieved a total of at least 54 points in the course and met the lower point threshold for the acquisition of each learning outcome, i.e. at least 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 ASSESSMENT OF KNOWLEDGE: For more efficient progress of students in teaching, continuous examinations (2 intermediate exams) are carried out. In this way, students acquire smaller teaching units and master the subject material more easily.*

1.7. *Monitoring of student work (add X with the appropriate form of monitoring)*

Attendance	x	Teaching activity		Term paper		Experimental work	
Written exam	x	Oral exam		Essay		Research	
Design		Continuous assessment*		Paper		Practical work	
Portfolio							

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

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

Allocation of points according to forms of student performance monitoring

	Attendance	Written exam	Design	Practical work	Total

I1		16			16
I2		16			16
I3		16			16
I4		16			16
I5		16			16
I6		16			16
OUT OF THE BOX	4				4
TOTAL	4	96	0	0	100

Linking learning outcomes, teaching methods and methods of assessment of knowledge:

FORMS OF TRACKING	*NAME OF LEARNING OUTCOMES*	TEACHING METHOD	METHOD OF ASSESSMENT KNOWLEDGE	Maximum number of rating points
Written exam	*OUTCOME 1 Analyze the difference between strategic and operational controlling and the connection of controlling with other functions in the company*	*Lecture*	*Participation in a written assessment with questions of various types that include conceptual questions with an emphasis on cost analysis*	*48*
		Asking questions		
		Discussion		
	OUTCOME 2 Interpret controlling processes and control models and tools with an emphasis on economic indicators	*Lecture*		
		Discussion		
		Open questions		
	OUTCOME 3 Present the concept of controlling as a management function of the company with an emphasis on cost and management accounting	*Guided training*		
		Training and feedback		
Written exam	*OUTCOME 4 To argue the role of controlling in companies as well as its facilities with an emphasis on the planning system as an*	*Lectures*		*48*
		Discussion		

	object of controlling		*Participation in the written examination of knowledge with questions of various types that includes the application of controlling techniques*	
	OUTCOME 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)	*Lecture*		
		Discussion		
		Open questions		
	OUTCOME 6 Interpret the concept of controlling with an emphasis on financial accounting (application of IFRS/CFRS)	*Guided training*		
		Training and feedback		
Attendance	*All outcomes*	*Lectures and exercises*	*Attendance records*	*4*
			TOTAL POINTS	***100***

Type of student workload	*Hours of student workload*	*ECTS credits*
Attending face-to-face 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**

JUDGING:

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:

NUMBER OF POINTS	*RATING*
0,00 – 53,90	*Insufficient (1)*

54,00 – 64,90	*Sufficient (2)*
65,00 – 79,90	*Good (3)*
80,00 – 89,90	*Very Good (4)*
90.00 and more	*Excellent (5)*

The evaluation is carried out in a transparent manner by collecting points. The course is valued 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 by 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 subject. Points for the Challenge learning outcome are not distributed according to the learning outcomes, but the number achieved is 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 literature and number of copies in relation to the number of students currently attending classes in the course*

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

1.10 Supplementary literature

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

Controlling in Practice - 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 teacher's evaluation,* • *the achieved results and the level of knowledge presented during the preparation and defense of the final thesis (of students who choose the graduate thesis in this subject),* • *analysis of the reports of the Quality Center 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.*