



UK

## SYLLABUS 2025-2026

### Cost Control

#### MODULE SPECIFICATION

<b>Module Code</b>	2526_DFC_1_EN_020
<b>Campus</b>	Oxford
<b>Department(s)</b>	Law, Finance and Control
<b>Level / Semester</b>	Undergraduate Year 3 (U3); Equivalent to FHEQ level 6 Semester 06
<b>Language of Instruction</b>	English
<b>Teaching Method</b>	<input checked="" type="checkbox"/> In-person (face-to-face) <input type="checkbox"/> Distance learning (live online) <input type="checkbox"/> e-Learning (asynchronous) <input type="checkbox"/> Hybrid: _____
<b>Pre-requisite(s)?</b>	Students must have an understanding of basic financial tools, financial statements (income statement, balance sheet), and trend forecasts (statistical tools). They should also know how to calculate a cost price (full cost method) and a break-even point.
<b>ECTS</b> <i>Reminder: 1 ECTS = between 20 and 30hr- student workload</i>	4
<b>Equivalent FHEQ credits</b>	8
<b>Study Hours</b>	80 hours which comprise of 30 directed learning and 50 independent learning/assessment hours

#### MODULE DESCRIPTION

<b>Module Aims</b>	This module explores the links between environmental analysis,
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	strategic decision-making and management control within organisations. Students will examine how managerial actions interact with economic and financial reasoning, as well as how perceptions of the external environment can influence decision outcomes. The module introduces key management control tools through both conceptual frameworks and applied examples. Learning is supported through practical exercises that develop the ability to apply these tools in organisational contexts.
<b>Teaching Arrangement</b>	The module will be divided into 12 face-to-face sessions of 2.5 hours each. 5 tutorials in small groups will be conducted. The objective of the tutorials is to calculate and analyse different performance scenarios in small groups.
<b>Learning Outcomes</b>	By the end of this module, students should be able to: <ol style="list-style-type: none"> <li>1. Explain the logical relationships between market research, strategic choices, and operational control</li> <li>2. Interpret and use performance indicators to support managerial decision-making</li> <li>3. Analyse performance variances and provide informed commentary on their causes and implications</li> </ol>
<b>Competency Goals</b> <i>(Knowledge, expertise and interpersonal skills)</i>	PGE_U_CG01 - To be equipped with efficient business skills
<b>Alignment with Programme Learning Goals</b>	PGE_U_CG01_LO01 - To apply appropriate financial skills ..... PGE_U_CG01_LO04 - To use information technology

## SESSION TOPICS / MODULE SCHEDULE

*(Please note, a session/sequence may be more than one scheduled class)*

<p><u>Session 1: Introduction to Cost Control (Lecture 1)</u>  <i>Content:</i></p> <ul style="list-style-type: none"> <li>● What is management control? <ul style="list-style-type: none"> <li>○ Understanding the environment (economic, technological and normative)</li> <li>○ Strategic and operational management</li> <li>○ Performance and value</li> <li>○ Possible levers</li> <li>○ Operational and organisational control</li> </ul> </li> </ul> <p><i>Assignments:</i></p> <ul style="list-style-type: none"> <li>● Form tutorial groups (maximum 3 people)</li> <li>● Team work on Tutorial Assignment 1 (to be completed for the next session)</li> </ul>
<p><u>Session 2: Trend Forecasts and Scenario Development (Tutorial 1)</u>  <i>Content:</i></p>

*Last reviewed: 20/01/2026*

- € Exercise: establish sales and costs forecasts under probabilistic scenario assumptions
- € Trend forecasting methods
- € Determination of organisational bottlenecks
- € Investment choice under constraint of scenarios
- € Calculation of full estimated costs
- € Marking of Tutorial Assignment 1

*Assignments:*

- Correction of exercises
  - Questions and answers

Session 3: Full Costs (Lecture 2)

*Content:*

- € Full costs method (reminder of the principles)
  - ∠ Stock valuation
  - ∠ Direct and indirect costs
  - ∠ Calculation of costs and operational results
  - ∠ ABC method
  - ∠ Target costs

*Assignments:*

- Team work on examples of exercises from Lecture 2

Session 4: Calculating Full Costs (Tutorial 2)

*Content:*

- € Exercise: assess the relevance of the tools use on the measure performance
- € Full cost calculations using several methods and under scenario constraints

*Assignments:*

- Team work on Tutorial Assignment 2 (to be completed for the next session)

Session 5: Calculation of Partial Costs (Lecture 3)

*Content:*

- € Partial costs (reminder of the principles)
  - ∠ Break even
  - ∠ Marginal cost
- € Pre-established costs (reminder of the principles)
- € Correction of Guided Work 2

*Assignments:*

- Correction of exercises
  - Questions and answers

Session 6: Partial Costs (Tutorial 3)

*Content:*

- € Break-even point
  - ∠ Calculating break-even point
- € Method of specific costs
  - ∠ Determining profitability of each cost object
- € Marginal costs

*Assignments:*

- Teamwork on Tutorial Assignment 3 – Calculating Partial Costs (to be completed for the next session)

Session 7: Calculation of Partial Costs (Tutorial 3 - cont.)

*Content:*

- ≠ Correction of Guided Work 3
- ≠ Calculate forecast break-even point
- ≠ Analyse a marginal cost

*Assignments:*

- Correction of exercises
  - Questions and answers

Session 8: Continuous Assessment

*Content:*

- ≠ Continuous assessment to be completed in class

*Assignments:*

- Individual work and immediate correction

Session 9: Average Cost and Marginal Cost (Lecture 4)

*Content:*

- ≠ Average cost vs. marginal cost
- ≠ How to calculate average cost
- ≠ How to estimate and calculate marginal cost

*Assignments:*

- Teamwork on Tutorial Assignment 4 (to be completed for the next session)

Session 10: Average Cost and Marginal Cost (Tutorial 4)

*Content:*

- ≠ Correction of Guided Work 4
- ≠ Calculating average cost and marginal cost

*Assignments:*

- Correction of exercises
  - Questions and answers

Session 11: Revision Session

*Content:*

- ≠ Review of module materials

*Assignments:*

- Questions and answers on all tutorials

Session 12: Presentation of the Final Examination Model

*Content:*

- ≠ Sample final examination paper

*Assignments:*

- ≠ Individual work and immediate correction

## KEY TEXTS

1. Bhimani, A., Datar, S.K., Horngren, C. and Rajan, M.V. (2024) *Management and cost accounting*. 8th edn. Pearson.

## SUPPLEMENTARY TEXTS

1. Atrill, P. and McLaney, E. (2024) *Management accounting for decision makers*. 11th edn. Pearson.
2. Manita, R., Elommal, N., Baudier, P. and Hikkerova, L. (2020) 'The digital transformation of external audit and its impact on corporate governance', *Technological Forecasting and Social Change*, 150. doi:10.1016/j.techfore.2019.119751.

## MODES OF ASSESSMENT

<b>Continuous Assessment (40%)</b>	Written exam	20%
	Group work assignment	20%
<b>Final Exam (60%)</b>	Closed book written exam	

## MODULE DESIGN TEAM

- Author: *Ekaterina Pirozhkova*
- Reviewer: *Paul Griffiths / Ezechias Azokly*
- External Reviewer: *Qurat-ul-ain Chohan*