



Україна, 01601, м. Київ, вул. Пирогова, 9

ConcordiaUA

9, Pyrohova street, Kyiv, 01601, Ukraine

Тел./tel.: +38(044)236-90-85; моб./cell: +38(050)331-42-95

info@uacu.edu.ua • www.concordia.edu.ua

MANAGERIAL ACCOUNTING

Syllabus

ПП 2.16

ACCT-222

Specialty: 073 Management

Educational program "Management"

Quarter/Year: Spring / 2026

ECTS Credits: 6

Instructor: Lesya Leshchii, Ph.D

US Credits: 3

Contact information: lesya.leshchii@uacu.edu.ua

Prerequisites: Principles of Accounting

Course Description

This course introduces students to the concepts and applications of managerial accounting. Students focus on analysis and recording manufacturing costs, cost-volume-profit analysis, short-term decision making, creation budgets and reports, evaluation of capital investments, and various costing systems.

Course Outcomes

PH3. Demonstrate knowledge of theories, methods and functions of management, modern concepts of leadership.

PH4. Demonstrate skills to identify problems and justify management decisions.

PH6. Identify skills of search, collection and analysis of information, calculation of indicators to justify management decisions.

PH8. Apply management methods to ensure the effectiveness of the organization.

PH10. Have the skills to justify effective tools to motivate the staff of the organization.

PH12. Assess the legal, social and economic consequences of the organization.

PH15. Demonstrate the ability to act socially responsibly and socially consciously on the basis of ethical considerations (motives), respect for diversity and interculturalism.

PH16. Demonstrate skills of independent work, flexible thinking, openness to new knowledge, be critical and self-critical.

Competencies

3K9. Ability to learn and master modern knowledge.

3K11. Ability to adapt and act in a new situation.

3K13. Appreciation and respect for diversity and multiculturalism.

CK6. The ability to act socially responsibly and consciously.

CK12. Ability to analyze and structure the problems of the organization, to form sound decisions.

CK14. Understanding of the principles of psychology and use them in professional activities.

Internationality: The founders of the theory of management accounting are considered to be the classics of economic theory - authors from Anglo-Saxon countries, mainly from the USA and Great Britain, and also Germany. The international aspect of the course includes understanding and ability to apply the basic methods of [management accounting](#) in practice of international companies: for conducting and managing business, understanding and calculating the costs of companies and evaluating and forecasting their activities in general.

Communications

For individual issues, students should contact the professor ONLY by given e-mail or by Moodle. In the Subject line they should put: UACUFirstNameLastName. E-mail messages will normally be answered within 48 hours.

Note! Only emails sent from the student's corporate email address will be answered.

Attention! Official and only language used for assessment activities is English. **Official and only languages used for communication within the University are Ukrainian and English.**

Student Responsibilities

Time Commitment

The study of technical courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between procrastination and low grades. Students must be committed to completing tasks on time.

Students are responsible for following the schedule, attending classes, completing assignments on time and to the required standards, and maintaining academic integrity. These responsibilities are not open for discussion with instructors or the dean's office.

Technical Aspects

The student is obliged to provide himself/herself with all the necessary technical equipment for the educational process (laptop or computer, webcam, headsets or headphones and microphone), as well as access to the Internet.

Only students signed-in with their own first and last name are allowed into video lectures in Zoom.

Grading Policy

The course is based on mastery of course outcomes. Student grades for this course will be calculated based on performance.

Note: the minimal grade to pass a subject is 60%.

Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

Course-level Grading guidelines:

Grade	ECTS Grade	International Grade
90% - 100%	A	5 (Excellent)
83% - 89%	B	4 (Very Good)
75% - 82%	C	4 (Good)
70% - 74%	D	3 (Good)
60% - 69%	E	3 (Acceptable)
35% - 59%	FX	Not acceptable, possible repetition of course

Criteria for grading:

ECTS grade	Requirements for the student
A	The student has knowledge of the subject at a high level, explains theoretical concepts in detail and solves problems, situational exercises qualitatively and quickly, demonstrates critical thinking and understanding of management accounting
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	
D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program, solves problems with mistakes
E	
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points – 100 points incl. (Midterm and Final exam are 50% of overall evaluation, where Midterm – 20% and Final – 30%)

(35-40% of the total for the course are tasks taken or presented exceptionally during the class)

Midterm exam – 20 points

Final exam – 30 points

Project Assignment (With a mandatory presentation in class) – 10 points
(half of them are for the presentation of the project during the lesson)

Homeworks – 10 points

Classworks (presence, answers, discussions) - 30 points (half of the points are for attending classes, and another half are for participating in discussions, answering questions, solving problems and completing assignments, etc.)

Student Workload

It is assumed that for each out of 17 class sessions a student spends about 10.5 academic hours of work. This includes 3.5 academic hours of lectures with the instructor and 7 academic hours of personal work. Personal work includes doing homework, solving situational exercises with calculations in Excel, preparing for a presentation, and preparing for a midterm and final.

Please pay attention that 1 academic hour equals to 40 minutes.

Assignment Format

- All work should be shown in time. If the student misses the deadline – the task is failed (in some cases, the work can still be evaluated - if the student had good reasons for delaying or for other reasons - at the discretion of the teacher).
- Midterm covered topics from previous lectures (weeks 1-4). It included multiple choice questions and cases (essays) **and took about 1 hour**.
- The Final exam covered all course material and included multiple choice questions, open questions, calculating problems and cases. **It lasts for 1.5 hours**. Admission to the Final exam is possible only if all the tasks of the curriculum are covered.

Academic dishonesty

Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Any violation of this principle constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. Forms of academic dishonesty include:

1. Plagiarism – submitting all or part of another's work as one's own in an academic exercise such as an examination, a computer program, or written assignment.
2. Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination. **Including the use of artificial intelligence and pre-prepared answers to the questions of tasks is prohibited (unless otherwise specified in the task itself or allowed by the instructor).**
3. Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.

4. Fabrication – altering or transmitting, without authorization, academic information or records.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean’s office) and on UACU’s computer/laptop or online on the student’s computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who will not meet this requirement will be expelled from the course with grade “0”.

In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer.

Submission or retaking of any assessment activities after deadlines are forbidden.

Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. **The assignments submitted after the due dates receive zero points.**

**** NO MAKE –UP QUIZZES AND EXAMS ****

Lecture	Topic	Assignment	Points
1	Managerial Accounting as a Tool for Managers	Homework T1	1
2	Building Blocks of Managerial Accounting: Business Sectors and the Value Chain		
2	Building Blocks of Managerial Accounting: Classification of Costs	Homework T2	1
3	Breakeven Analysis	Homework T3	1
4	Marginal and Absorption Costing	Homework T4	1
5	Standard Costs and Variances	Homework T5	1
6	Summing up material on Topic 1-5. Case study in Excel: process costing		
	<i>Mid Term</i>		20
8	Budgeting: Operating Budgets		
9	Budgeting: Financial Budgets	Homework T6	1
10	Responsibility Accounting and Decentralization	Homework T7	1
11	Short-Term Decision Making	Homework T8	1
12	Investment Appraisal: Capital Investment Decisions		

13	Investment Appraisal: the Concept of Time Value of Money	Homework T9	1
14	Performance Measurement and Sustainability Reporting	Homework T10	1
15	Summing up material on Topic 6 -10. Presentation of student's projects (Grade is given only if the work is presented in class)		5
	Attending classes, class work, participating in discussions & case study		35
	Final		30
	Total		100
	<i>Extra points (for additional work – participating in conferences etc.)</i>		5


Recommended Materials

- Mitchell Franklin, Patty Graubeal, Dixon Cooper. (2019) Principles of Accounting. Volume 2. Managerial Accounting. – OpenStax © Rice University // <https://open.umn.edu/opentextbooks/textbooks/principles-of-accounting-volume-2-managerial-accounting>
- Mitchell Franklin, Patty Graubeal, Dixon Cooper. (2019) Principles of Accounting - Volume 1. Financial Accounting. – OpenStax © Rice University // <https://open.umn.edu/opentextbooks/textbooks/principles-of-accounting-volume-1-managerial-accounting>
- Management Accounting. Study Text. CIMA (2017) Subject P1. Copyright © Kaplan Financial Limited.
- Heisinger Kurt. Managerial Accounting. *Sierra College. Joe Hoyle, University of Richmond*. Copyright Year: 2012. Last Update: 2023. ISBN 13: 9781453345290. Publisher: Saylor Foundation. Language: English // <https://open.umn.edu/opentextbooks/textbooks/137>
- Masschelein Stijn, *University of Western Australia*. Copyright Year: 2024. Principles of Strategic Management Accounting // [file:///C:/Users/lesya/Downloads/Principles-of-Strategic-Management-Accounting-1707286060%20\(1\).pdf](file:///C:/Users/lesya/Downloads/Principles-of-Strategic-Management-Accounting-1707286060%20(1).pdf)
- Investopedia - <https://www.investopedia.com/>
- Про бухгалтерський облік та фінансову звітність в Україні: Закон України від 16 липня 1999 року № 996-XIV: Зі змінами внесеними згідно із Законом № 3257-IX від 14.07.2023 станом на 14.07.23 // База даних «Законодавство України» / Верховна Рада України. // <https://zakon.rada.gov.ua/go/996-14>
- Положення (стандарт) бухгалтерського обліку 16 «Витрати», затверджений наказом МФУ від 31.12.1999 р. № 318: із змінами <https://zakon.rada.gov.ua/laws/show/z0027-00#Text>
- Задорожний З.-М. В., Муравський В. В., Семанюк В. З., Омецінська І. Я. Управлінський облік: навч. посіб. Тернопіль: ВПЦ «Університетська думка», 2023. 293 с. <https://api.dspace.wunu.edu.ua/api/core/bitstreams/6788bddc-e4ab-407e-8164-7b88b7d71291/content>
- Фоміна О.В., Мошковська О.О., Августова О.О. Управлінський облік: Підручник - К.:КНТЕУ, 2021. - 228 с. <http://doi.org/10.31617/p.knute.2021-99>


11. Шевців Л.Ю. Управлінський облік: навчальний посібник. Львів: Растр -7, 2022. - 642 с. <https://financial.lnu.edu.ua/wp-content/uploads/2022/06/Upravlinskyy-oblik-Shevtsiv-L.YU.-.pdf>

Протокол засідання кафедр № 1 від 27.01.2026 року

Проректор з навчально-методичної роботи

 Л.І.Кондратенко

Завідувач кафедри

 А.Г.Цибуляк

Викладач

 Л.А.Лещій

