# Planning and Monitoring

## Prof. Manuela S. Macinati

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The course aims to provide students with the basics for understanding and analysing the characteristics of management monitoring systems in order to learn the aims and methods of designing and implementing these operating mechanisms, as well as the use of various techniques, methodologies and tools to support company choices.

At the end of the course, students will be able to:

1. know the subject of variable costs; relationships between cost analysis and short-term business decisions; product and cost calculation methodologies; and budgeting and reporting;
2. thanks to the knowledge acquired, analyse the costs and revenues linked to specific decision-related problems, and carry out value-for-money assessments in even constrained conditions; they will also be able to construct a budget and draw up a company trend report focused on products, centres of responsibility, distribution channels, customers, resources, etc.;
3. critically interpret the information produced by the planning and monitoring system, formulating independent judgments in short-term contexts that are characterised by uncertainty and resource scarcity;
4. communicate clearly, to specialist and non-specialist interlocutors, the conclusions drawn from the use of planning and monitoring tools, supporting their assessments with appropriate arguments;
5. thanks to the theoretical lessons and practical applications, possess the learning skills necessary to undertake advanced programming and monitoring studies with a high degree of autonomy and to apply the course contents at a professional level.

***COURSE CONTENT***

The course is divided into the following fundamental parts:

* Programming and monitoring systems. The purposes of management monitoring. Monitoring systems: a reference model.
* Management monitoring to support the decision-making process. Decision-making. Short term decisions. The main cost classifications. Differential analysis. Break even analysis.
* Measurement systems. The management accounting system: purpose and organisation. Design criteria of analytical accounting systems. Cost measurement systems: design criteria, structures, operating methods.
* The budget system. The role of the budgeting process. The structure and organisation of the budget. Behavioural factors.
* Management reporting. The reporting process. Variance analysis**.**

***READING LIST***

S. Baraldi-A. Cifalinò-P. Sacco (eds.), *I sistemi di pianificazione e controllo,* Giappichelli, Turin (latest edition)

S. Baraldi-P. Sacco-C. Teodori, *Esercizi svolti di programmazione e controllo,* Giappichelli, Turin (latest edition)

Additional materials will be made available on the Blackboard platform.

***TEACHING METHOD***

The use of diversified methodologies is envisaged to promote the active participation of students. More specifically, in addition to theoretical lectures, the course includes intensive use of interactive practical lessons, case analyses and plenary reflective laboratories.

***ASSESSMENT METHOD AND CRITERIA***

A written exam comprising theoretical open-ended questions and exercises.

For the purposes of the assessment, students may take a general test or two partial tests. A minimum mark of 18/30 is required to pass each of the partial tests. The final mark is based on the arithmetic average of the marks from the two partial tests. A student who passes the first test must take the second test by the first winter exam session. A student who does not take or fails to pass one of the two tests, or does not accept the mark obtained in one of the two tests, will have to take the complete exam during the exam session scheduled in the academic calendar. During this exam session, the exam is written in a single solution.

The assessment criteria on which marks are based are: knowledge of course content; ability to apply and critically elaborate what has been learned; ability to link the theoretical contents presented to practical applications; and ability to formulate and communicate independent judgments.

In assessing the individual tests and attributing the mark, reference will be made to a learning assessment scale. To pass, students must demonstrate sufficient, but general, knowledge of course contents, a simple presentation style, and confidence in applying the theoretical concepts and specific techniques and methodologies of management control. To achieve the top mark (and a distinction), students must demonstrate very extensive, complete and in-depth knowledge of course contents, a consolidated ability to apply contents, excellent skill at applying the techniques and methods of management control, and an ability to make interdisciplinary connections using masterful presentation skills.

The examination committee, at its discretion, may request a supplementary oral exam on the whole course syllabus if there are doubts about the contents of the written exam that could compromise the assessment. This possibility is communicated to students in conjunction with the presentation of the written exam results. Any student who refuses to take the oral exam relinquishes the mark they obtained in the written exam.

The supplementary oral exam will take place without delay on the date set by the committee.

***NOTES AND PREREQUISITES***

Attendance at lectures and tutorials is strongly recommended. Use of the Blackboard IT platform is envisaged for activities such as distribution of materials, delivery of any documents, and communication of marks.

For this course there are no specific prerequisites.

Further information can be found on the lecturer's webpage at http://docenti.unicatt.it/web/searchByName.do?language=ENG, or on the Faculty notice board