

**COURSE DATA****Data Subject**

Code	35962
Name	Budget control and management
Cycle	Grade
ECTS Credits	4.5
Academic year	2023 - 2024

Study (s)

Degree	Center	Acad. year	Period
1315 - Degree in Finance and Accounting	Faculty of Economics	4	First term

Subject-matter

Degree	Subject-matter	Character
1315 - Degree in Finance and Accounting	23 - Year 4 optional subjects	Optional

Coordination

Name	Department
URQUIDI MARTIN, ANA CRISTINA	44 - Accountancy

SUMMARY

Given the new economic environments and the very direct way in which they affect companies, it arises the need for specific training that provides students with the keys necessary for the elaboration and understanding of accounting information systems aimed at decision making.

Thus, the general objective of *Budget control and management* is to deepen aspects in management, so that students are able to design, analyse and verify the internal information system, from which timely and relevant information can be obtained to facilitate operational, tactical and strategic decisions of the company. As well as the optimal management of resources.

In this subject, we will address, among other aspects: the usefulness of an ex ante and monetary planning of the business objectives included in the strategy through the design of the different budgets. In this sense, the preparation of the operating budgets, of capital, as well as the preparation of the so-called synthesis documents. As well as various tools such as the cost-per-activity system and the integral control panel that allow students to develop a good internal information system.



PREVIOUS KNOWLEDGE

Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

Other requirements

No enrolment restrictions have been specified with other subjects of the curriculum.

COMPETENCES (RD 1393/2007) // LEARNING OUTCOMES (RD 822/2021)

1315 - Degree in Finance and Accounting

- Elaboración y aplicación de modelos informáticos personalizados para la resolución y análisis de supuestos financieros y contables.
- Elaboración y articulación de los planes, programas y presupuestos de cada una de las áreas funcionales de las empresas. Control y seguimiento ulterior de las actividades realizadas, evidenciando las desviaciones producidas, sus causas y los mecanismos para su corrección. Registro contable y presentación de la información económico-financiera correspondiente.

LEARNING OUTCOMES (RD 1393/2007) // NO CONTENT (RD 822/2021)

- Acquisition of the necessary knowledge to address the process of planning and control of business objectives through budgets.
- To design the information system conducive to planning, evaluating and controlling the operative actions of any organisation.
- To stimulate and improve oral and written communication in the presentations and writing of business reports.
- To enable students to investigate the origin and nature of the deviations detected between the budgeted objectives and the objectives achieved and determine their treatment.
- To develop cost-based systems based on activities that allow better information for decision making by the senior management.
- To develop a set of indicators that allow to manage the key aspects of the business through the monitoring of business objectives.



DESCRIPTION OF CONTENTS

1. THE IMPORTANCE OF CONTROL IN MANAGEMENT

- 1.1 Definition and Features
- 1.2 Instruments
- 1.3 Functions

2. THE MANAGEMENT ACCOUNTING THROUGH BUDGETS

- 2.1 Business planning
- 2.2 Types of planning
- 2.3 Objectives
- 2.4 Master plan budget

3. BUDGETARY PROCESS

- 3.1 Definition
- 3.2 Differences between fixed and flexible budget
- 3.3 Objective of control and monitoring
- 3.4 Efficacy evaluation

4. ACTIVITY-BASED MANAGEMENT

- 4.1 Definition
- 4.2 Analysis of activities and their inducers
- 4.3 Advantages and disadvantages of the system
- 4.4 From ABC to ABM

5. BALANCE SCORECARD

- 5.1 Definition
- 5.2 Developments of the Balance Scorecard
- 5.3 Perspectives
- 5.4 Indicators

6. THEORY OF CONSTRAINTS

- 6.1 Definition
- 6.2 Identifying the limiting factor
- 6.3 Drum Buffer Rope (DBR)
- 6.4 Application of the theory of constraints to decision making

**7. MANAGEMENT TOOLS**

8.1 Brainstorming

8.2 Cause-effect diagram

8.3 Benchmarking

WORKLOAD

ACTIVITY	Hours	% To be attended
Theory classes	30,00	100
Computer classroom practice	15,00	100
Development of group work	20,00	0
Study and independent work	15,00	0
Readings supplementary material	10,00	0
Preparation of evaluation activities	3,50	0
Preparation of practical classes and problem	10,00	0
Resolution of case studies	9,00	0
TOTAL	112,50	

TEACHING METHODOLOGY

The methodology is oriented to the active participation of students, in which the different didactic techniques are combined: learning from others, learning with others and learning alone.

To provide students with the ability to solve problems, it is necessary that, from the beginning, they are used to solving them by themselves, and not to copy the solution proposed by the teacher or another student from the blackboard, or to look at the solutions published in the notes or on the web page of the subject.

That is why, in theory classes there will be an explanation of the basic concepts of each topic. Students either individually or in groups can elaborate a synthesis of the studied topics, being able to extend the content of the subject through specific readings or information exchanges.

The practical class will be developed based on the knowledge acquired in the theoretical part. Proposing problems to the students that will be solved in class or that they will have to solve by themselves. This allows students to acquire the ability to distinguish the data, the unknowns (or the desired result), the hypotheses and the applicable laws. Teaching lessons in this way helps to improve the student's capacity for abstraction and prepares them to face new problems using strategies similar to those they have already used in previous problems.

Throughout the class the possible problems that arise will be discussed, both related to content and form, proposing alternative ways of development. Specific doubts will be resolved with the teacher of the subject during tutorial hours.



EVALUATION

In general, the procedure for evaluating the competences of the subjects is similar to the rest of the subjects of the module and, specifically, they will follow the following guidelines:

- A written exam, which may consist of theoretical questions as well as problems and real cases (60% of the final grade). The grade of 5 out of 10 must be exceeded in this written test so that the rest of the grade can be added.
- The continuous evaluation, which involves the evaluation of the practical activities developed by students individually or in groups, from the preparation of papers / reports / tests and / or oral presentations, with defence of the positions developed by students. It also involves attendance at class and other face-to-face training activities and participation and involvement in the teaching-learning process.

For the evaluation of the proposed activities and tasks, they must be delivered on the date and manner stipulated for each one of them.

The proposed activities to assess the continuous evaluation are non-recoverable. It will be 40% of the final grade of the subject.

- To pass the subject it will be necessary to obtain a minimum total score of 5 out of 10.

REFERENCES

Basic

- Asociación Española de Contabilidad y Administración de Empresas (AECA) (1992): Principios de Contabilidad de Gestión. El proceso presupuestario de la empresa, Documento nº 4, Madrid.
- Amat, J.M., Soldevilla, P. y Castelló, G. (2002): Control Presupuestario, Editorial Gestión 2000.com, Barcelona.
- Horngren, Ch. T.; Foster, G. y Datar, S. M. (2007): Contabilidad de Costos. Un enfoque gerencial, Prentice-Hall Hispanoamericana, México.

Additional

- Nicolás, P. (2002): Elaboración y Control de Presupuestos, Editorial Gestión 2000.com, Barcelona.
- Muñiz, L (2010) Control presupuestario. Ed. Profit