COST ACCOUNTING

Dual Degree in Business Administration and Computer Science and Artificial Intelligence BBABCSAI SEP-2025
COST-NBCSAI.1.M.A

Area Accounting and Management Control

Number of sessions: 30

Academic year: 25-26

Degree course: FIRST

Number of credits: 6.0

Semester: 2º

Category: BASIC

Language: English

Professor: **RUI JOSE OLIVEIRA VIEIRA**

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Assistant Professor, Cost Accounting and Management Control, IE Business School, IE University

Dr. Vieira's research focus on Management accounting, especially in the fields of management control systems, cost accounting, performance measurement, and the organisational and behavioural aspects of management accounting systems.

Dr. Vieira's primary teaching interests are in the areas of managerial accounting and control systems. Drawing on his consulting and research experience, he supplements the class content with real life examples to underscore various important themes. In his classes, he emphasizes the importance of understanding both the strengths and limitations of accounting information and its proper use relative to other information for decision-making. Dr. Vieira has taught courses at all levels (Undergraduate, Master's, MBA, and Ph.D.)

Academic Background

- Ph.D. in Industrial and Business Studies, University of Warwick, United Kingdom
- MSc in Management, Strategy and Organizational Development, ISCTE Business School, Portugal
- BSc (with distinction) in Management, Universidade do Algarve, Portugal

Academic Experience

- Assistant Professor in Cost Accounting and Management Control, IE University, Spain (since 2016)
- Assistant Professor in Management Control and Accounting, Amsterdam Business School, The Netherlands (2010 to 2015)
- Visiting Professor in Cost Accounting and Management Control, IE Business School, Spain (since 2007)

- Visiting Professor in Management Accounting, Nanyang Business School, Singapore (2009)
- Assistant Professor in Management Control and Accounting, Universidade Nova de Lisboa, Portugal (2003 to 2008)
- Assistant Professor in Management Accounting and Research Methodology in Accounting, ISCTE Business School, Portugal (2002-2003)
- Teaching Assistant in Management Accounting, University of Warwick, United Kingdom (1999-2002)
- Teaching Assistant in Managerial Accounting, University of Manchester Institute of Science and Technology (UMIST), United Kingdom (1998-1999)
- Lecturer in Management Accounting and Financial Accounting, Universidade Lusíada, Portugal (1993-1997)
- Lecturer in Management Accounting, ISCTE Business School, Portugal (1989-1997)

Professional Experience

- IAPMEI – Institute for the Support of Small and Medium-sized Enterprises – Investment Analysis, Portugal
- INDEG and ISCTE Business School – Executive and MBA courses, Portugal
- CCA – Caiano Pereira Consultores Associados, Lda. – Consultant Company, Portugal
- CESO CI – Consultores Internacionais, S.A. – Management accounting trainer, Mozambique and Cape Verde Islands

Office Hours

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SUBJECT DESCRIPTION

A cost accounting system collects and classifies costs and assigns them to cost objects. The goal of a cost accounting system is to measure the cost of designing, developing, producing (or purchasing), selling, distributing, and servicing particular products or services. Cost allocation is at the heart of most accounting systems. Cost behavior – how the activities of an organization affect its costs – is also fundamental to cost accounting systems. The data provided by a cost accounting system is used for various purposes, which include product costing, planning and control, and decision making. This course aims to give you a critical overview of cost accounting systems as practices by which organizations plan and control their activities in societies, and the profits generated through these activities. You will learn the core cost and management accounting concepts and methods. The key learning objectives of the course focus on the topics decribed below.

LEARNING OBJECTIVES

- Appraise cost accounting systems in their organizational settings.
- Evaluate how cost accounting can help you to make decisions in organizations.
- Examine the fundamental cost categories and the building blocks of costing systems.
- Apply and compare job costing and product costing systems.
- Evaluate the roles of cost allocation in organizations.
- Debate the significance of activity-based-costing (ABC).
- Assess how to implement and use ABC.

Successfully meeting these learning objectives entails developing your abilities to think independently and work collaboratively.

The course emphasizes team building and communication skills, critical thinking and decision-making skills, emphasizing real-world examples.

TEACHING METHODOLOGY

This 30-session-course (including the final exam) will be held from January 2026 through June 2026. It consists of a combination of theoretical teachings and practical examples/cases, as well as mini tests to assess the students' progress with the material.

During the course we are going to perform several active learning activities. These sessions focus on learning by doing and provide students with opportunities to apply in realistic situations what we are learning. The main activities will be in sessions 5 – 16 – 27 (concepts in action), where teams of students will prepare a video to present and discuss cost accounting practices that real world companies use. Each team will present one company, peer reviewed during asynchronous sessions. Sessions 11 – 22 – 28 will provide us the opportunity to discuss case studies, each one prepared by all teams.

Because of the technical nature of most of the material, it's important to keep up by working the support material and the exercises provided.

The material is intended to be presented at a commonsense level, combining detailed analysis with illustrations and discussions and numerous exercises giving students a right blend of top-of- the-art theory and cost accounting practice.

To perform well in the course, it is important to (1) come prepared for each session, (2) attend sessions regularly, (3) participate in the learning activities, (4) complete assignments, and (5) do not fall behind.

IE University teaching method is defined by its collaborative, active, and applied nature. Students actively participate in the whole process to build their knowledge and sharpen their skills. Professor's main role is to lead and guide students to achieve the learning objectives of the course. This is done by engaging in a diverse range of teaching techniques and different types of learning activities such as the following:

Learning Activity	**Weighting**	**Estimated time a student should dedicate to prepare for and participate in**
Lectures	20.0 %	30.0 hours
Discussions	20.0 %	30.0 hours
Exercises in class, Asynchronous sessions, Field Work	30.0 %	45.0 hours
Group work	30.0 %	45.0 hours
TOTAL	100.0 %	150.0 hours

AI POLICY

Generative artificial intelligence (GenAI) tools may be used in this course for searching information about companies using cost accounting tools – information important to prepare the topic presentations - or additional material related with the content of the course with appropriate acknowledgement. GenAI may not be used for mini tests or exams. If a student is found to have used AI-generated content inappropriately, it will be considered academic misconduct, and the student might fail the respective assignment or the course.

If you are in doubt as to whether you are using GenAI tools appropriately in this course, I encourage you to discuss your situation with me.

Below, a suggested format to acknowledge the use of generative AI tools. Please note that acknowledging AI will not impact your grade.

"I acknowledge the use of [AI systems link] to [specify how you used generative AI]. The prompts used include [list of prompts]. The output of these prompts was used to [explain how you used the outputs in your work]."

If AI was permitted to use in your assignment, but you have chosen not to include any AI generated content, the following disclosure is recommended:

"No content generated by AI technologies has been used in this assignment."

PROGRAM

Part I (sessions 1 – 6) will provide an introduction the Cost Accounting and key concepts, to make sure students understand and apply the language of business. This includes an introduction to management and cost accounting as a source of information to managers for decision-making, planning, control, and performance evaluation (chapter 1 of our book) and the main cost concepts (chapter 2):

- The role and need for managerial accounting
- Functions of management accounting
- General cost classifications
- Manufacturing costs
- Product costs and period costs
- Direct and indirect costs
- Income statement
- Cost classification for cost behavior.

From a practical level we will learn how to prepare the Income statement (by functions). In session 5 (concepts in action), teams will present and discuss the **role of cost accounting and strategy** for different companies. We will also prepare some exercises from the booklet and My Accounting Lab.

After these sessions, you should be able to:

- **explain the importance of cost and management accounting**
- **describe the functions of management accounting**
- **outline and describe the key success factors for organizations**
- **explain and illustrate the basic cost concepts / classifications**
- **explain why it is important to categorize the different cost terms**
- **list product cost categories, define period and product costs, and prepare the income statement.**

PART 1: INTRODUCTION TO MANAGEMENT AND COST ACCOUNTING

SESSION 1 (LIVE IN-PERSON)

PART 1: INTRODUCTION TO MANAGEMENT AND COST ACCOUNTING

- Course overview, policies, and grading;
- The need for management accounting.

Examples.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapters 1 & 2) (See Bibliography)

SESSION 2 (LIVE IN-PERSON)

PART 1: INTRODUCTION TO MANAGEMENT AND COST ACCOUNTING

- The need for management accounting;
- Costs, benefits and context;
- General cost classifications.

Examples.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapters 1 & 2) (See Bibliography)

SESSION 3 (LIVE IN-PERSON)

PART 1: INTRODUCTION TO MANAGEMENT AND COST ACCOUNTING

- General cost classifications;
- Cost drivers and cost management;
- Cost classification for cost behavior;
- Manufacturing costs;
- Income Statement.

Examples.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapters 1 & 2) (See Bibliography)

SESSION 4 (LIVE IN-PERSON)

PART 1: INTRODUCTION TO MANAGEMENT AND COST ACCOUNTING

- The role management accounting;
- Manufacturing costs;
- Income statement.

Exercises.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapters 1 & 2) (See Bibliography)

SESSION 5 (ASYNCHRONOUS)

PART 1: INTRODUCTION TO MANAGEMENT AND COST ACCOUNTING

Concepts in action.
Topics: **The role of Management and Cost Accounting**.

SESSION 6 (LIVE IN-PERSON)

PART 1: INTRODUCTION TO MANAGEMENT AND COST ACCOUNTING

- The role of management accounting;
- Manufacturing costs;
- Income Statement;
- Cost classification for cost behavior.

Exercises. Mini Test 01.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapters 1 & 2) (See Bibliography)

During **Part II (sessions 7 – 12)**, we will discuss alternative cost accumulation systems (absorption versus variable costing – see chapter 9) and cost-volume-profit analysis (chapter 3):

- Overview of variable and absorption costing
- Impact on financial statements - inventory valuation of profit computations
- Arguments in support and against the use of absorption and variable costing
- Cost-Volume-Profit (CVP) assumptions
- The breakeven point (BEP)
- The BEP graph
- Operating leverage
- Cost planning and CVP
- Effects of sales mix on profit
- Contribution margin and gross margin.

From a practical level, we will learn how to prepare the income statements (using absorption and variable costing) and how to compute the break-even point for a single or multiple products. In session 11, we are going to discuss a case study prepared by all teams. We will also prepare some exercises from the booklet and My Accounting Lab.

After these sessions, you should be able to:

- **compute and explain the difference in profits between variable and absorption costing profit calculations**
- **appraise how costing can help various decision-making situations for different purposes**
- **explain how and why different management accounting calculations can produce different financial reporting ending results**
- **identify and explain CVP assumptions and functioning**
- **apply CVP analysis to single and multi-product settings**
- **explain the meaning of operating leverage and describe how it influences the profits.**

SESSION 7 (LIVE IN-PERSON)

PART 2A: INVENTORY COSTING: ALTERNATIVE COST ACCUMULATION SYSTEMS

- Overview of variable and absorption costing;
- Capsule comparison of stock costing methods;
- Effect on financial statements;
- Denominator level capacity concepts;
- Fixed capacity analysis;
- Downward demand spiral.

Examples.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapter 9) (See Bibliography)

SESSION 8 (LIVE IN-PERSON)

PART 2B: COST-VOLUME-PROFIT ANALYSIS

- Cost-Volume-Profit (CVP) assumptions;
- The breakeven point (BEP);
- The PV graph;
- Sensitivity analysis and uncertainty;
- Cost planning and CVP;
- Effects of sales mix on profit;
- Contribution margin and gross margin.

Examples.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapter 3) (See Bibliography)

SESSION 9 (LIVE IN-PERSON)

PART 2A: INVENTORY COSTING: ALTERNATIVE COST ACCUMULATION SYSTEMS

- Variable and absorption costing - Effect on financial statements;
- Denominator level capacity concepts;
- Downward demand spiral.

PART 2B: COST-VOLUME-PROFIT ANALYSIS

- The breakeven point (BEP) - Single and multiple products.

Exercises.

Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapters 9 & 3) (See Bibliography)

SESSION 10 (LIVE IN-PERSON)

PART 2A: INVENTORY COSTING: ALTERNATIVE COST ACCUMULATION SYSTEMS

- Variable and absorption costing - Effect on financial statements;
- Denominator level capacity concepts;
- Downward demand spiral.

PART 2B: COST-VOLUME-PROFIT ANALYSIS

- The breakeven point (BEP) - Single and multiple products.

Exercises.

Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapters 9 & 3) (See Bibliography)

SESSION 11 (LIVE IN-PERSON)

Case study 01

Concepts in action.

SESSION 12 (LIVE IN-PERSON)

PART 2A: INVENTORY COSTING: ALTERNATIVE COST ACCUMULATION SYSTEMS

- Variable and absorption costing - Effect on financial statements;
- Denominator level capacity concepts;
- Downward demand spiral.

PART 2B: COST-VOLUME-PROFIT ANALYSIS

- The breakeven point (BEP) - Single and multiple products.

Exercises. Mini Test 02.

Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapters 9 & 3) (See Bibliography)

The objective of **Part III (sessions 13 - 18)** is to identify and compute relevant financial (and non-financial) information to help managers to make better decisions. This includes prepare profitability analysis and support the provision of cost information for pricing decisions (chapter 14) and organize the relevant costs and revenues for decision-making (chapter 12):

- Pricing of products and services
- The role of cost information in pricing decisions
- Price-setting and price-taking firms
- Target costing and target pricing
- Kaizen costing and value engineering
- Information and the decision process. The meaning of relevance
- Special orders
- Resource utilization decisions: “bottlenecks”
- Make or buy decisions: Insourcing vs. outsourcing
- Add or drop a product, product line or service.

From a practical level, we are going to compute relevant costs and revenues to several type of short-term decisions. In session 16 (concepts in action), teams will present and discuss the **pricing strategies and issues** for different companies. We will also prepare some exercises from the booklet and My Accounting Lab.

After these sessions, you should be able to:

- **describe the factors and issues affecting the pricing of goods and services**
- **explain the relevant cost information in price-setting for short-term and long-term decisions**
- **describe the different cost-plus pricing methods and target costing approach to pricing**
- **distinguish between the relevant and irrelevant costs and revenues for short-term decisions**
- **describe the opportunity cost concept**
- **explain why different cost information is required for different purposes**
- **appraise the importance of qualitative factors in decision-making.**

PART 3: PRICING & MEASURING RELEVANT COSTS AND REVENUES FOR DECISION- MAKING

SESSION 13 (LIVE IN-PERSON)

PART 3A: PRICING DECISIONS AND COST MANAGEMENT

- Pricing of products and services;
- Cost-plus pricing;
- Target costing and target pricing;
- Value engineering.

Examples.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapter 14) (See Bibliography)

SESSION 14 (LIVE IN-PERSON)

PART 3B: MEASURING RELEVANT COSTS AND REVENUES FOR DECISION-MAKING

- Information and the decision process. The meaning of relevance;
- Special orders;
- Resource utilization decisions: “bottlenecks”;
- Make or buy decisions: Insourcing vs. outsourcing;
- Add or drop a product, product line or service.

Examples.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapter 12) (See Bibliography)

SESSION 15 (LIVE IN-PERSON)

PART 3: PRICING & MEASURING RELEVANT COSTS AND REVENUES FOR DECISION-MAKING

- Pricing of products and services;
- Target costing and target pricing;
- Value engineering;
- Information and the decision process. The meaning of relevance;
- Special orders;
- Resource utilization decisions: “bottlenecks”;
- Make or buy decisions: Insourcing vs. outsourcing;
- Add or drop a product, product line or service.

Exercises.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapters 12 & 14) (See Bibliography)

SESSION 16 (ASYNCHRONOUS)

PART 3: MEASURING RELEVANT COSTS AND REVENUES FOR DECISION-MAKING

Concepts in action.
Topics: **Pricing issues**.

SESSION 17 (LIVE IN-PERSON)

PART 3: PRICING & MEASURING RELEVANT COSTS AND REVENUES FOR DECISION-MAKING

- Pricing of products and services;
- Target costing and target pricing;
- Value engineering;
- Information and the decision process. The meaning of relevance;
- Special orders;
- Resource utilization decisions: “bottlenecks”;
- Make or buy decisions: Insourcing vs. outsourcing;
- Add or drop a product, product line or service.

Exercises.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapters 12 & 14) (See Bibliography)

SESSION 18 (LIVE IN-PERSON)

PART 3: PRICING & MEASURING RELEVANT COSTS AND REVENUES FOR DECISION-MAKING

- Pricing of products and services;
- Target costing and target pricing;
- Value engineering;
- Information and the decision process. The meaning of relevance;
- Special orders;
- Resource utilization decisions: “bottlenecks”;
- Make or buy decisions: Insourcing vs. outsourcing;
- Add or drop a product, product line or service.

Exercises. Mini Test 03.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapters 12 & 14) (See Bibliography)

The objective of **Part IV (sessions 19 – 23)** is to learn how costs are accumulated and assigned to cost objects. This requires the study of the building block concept of costing systems (chapter 4):

- The building block concept of costing systems
- Actual costing and normal costing
- Job costing and process costing
- Purpose of cost allocations
- Cost-benefit issues and other contextual factors
- Allocating costs from one department to another
- Two-stage process for cost allocation.

From a practical level, we will learn how to allocate indirect costs and compute the cost of a product or service using different methods. In session 22, we are going to discuss a case study now with a different problem - prepared by all teams. We will also prepare some exercises from the booklet and My Accounting Lab.

After these sessions, you should be able to:

- **explain the purpose of cost allocation**
- **examine the factors influencing the choice of an optimal cost system**
- **explain the basic functioning of process and job costing systems**
- **compute and explain cost calculations using actual costing and normal costing**

- **explain why multiple/departmental overhead rates are preferable to a single overhead rate**
- **justify why budget overhead rates should be used in preference to actual overhead rates.**

SESSION 19 (LIVE IN-PERSON)

PART 4: PRODUCT COSTING: ISSUES AND PROBLEMS

- The building block concept of costing systems;
- Job costing and process costing.
- Purpose of cost allocations;
- Cost-benefit issues and other contextual factors.

Examples.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapter 4) (See Bibliography)

SESSION 20 (LIVE IN-PERSON)

PART 4: PRODUCT COSTING: ISSUES AND PROBLEMS

- Cost center method;
- Allocating costs from one department to another;
- Customer profitability analysis;
- Benchmarking.

Examples.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapter 4) (See Bibliography)

SESSION 21 (LIVE IN-PERSON)

PART 4: PRODUCT COSTING: ISSUES AND PROBLEMS

- Cost center method;
- Job costing and process costing.
- Allocating costs from one department to another;
- Customer profitability analysis;
- Benchmarking.

Exercises.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapter 4) (See Bibliography)

SESSION 22 (LIVE IN-PERSON)

PART 4: PRODUCT COSTING: ISSUES AND PROBLEMS

Case study 02

Concepts in action.

SESSION 23 (LIVE IN-PERSON)

PART 4: PRODUCT COSTING: ISSUES AND PROBLEMS

- Cost center method;
- Job costing and process costing;
- Allocating costs from one department to another;
- Customer profitability analysis;
- Benchmarking.

Exercises. Mini Test 04.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapter 4) (See Bibliography)

The **final part (Sessions 24 – 29)** develops activity-based costing (chapter 5), a more sophisticated method to allocate indirect costs to products. Focus will also be provided to customer profitability analysis and sustainability issues:

- Activity-Based-Costing (ABC)
- Cost hierarchies
- Traditional vs ABC approach to designing a cost system
- Undercosting and overcosting
- Product cost cross-subsidization
- Customer profitability analysis
- Refining a cost system
- Activity-Based-Management (ABM)
- Sustainability issues – social and environmental concerns.

From a practical level, we are going to learn how ABC allows us to allocate more accurately indirect costs. In session 27 (concepts in action), teams will present and discuss the **job and process costing systems** from different companies while on session 28, we are going to discuss a case study - prepared by all teams. We will also prepare some exercises from the booklet and My Accounting Lab.

After these sessions, you should be able to:

- **explain why "traditional" product costing systems may become dysfunctional**
- **compare "traditional" volume-based costing to ABC**
- **discuss ABC systems and the use of cost drivers**
- **discuss and apply ABC systems to cost products and services**
- **compute product costs using ABC**
- **describe the ABC cost hierarchy**
- **explain customer profitability issues and access which customers are more or less profitable**
- **explain how environmental costs can be measured, allocated and reduced**
- **evaluate the benefits and limitations of ABC systems**
- **identify the problems of ABC implementation**
- **examine ABM and the value chain.**

SESSION 24 (LIVE IN-PERSON)

PART 5: ACTIVITY-BASED COSTING AND ACTIVITY-BASED MANAGEMENT

- Activity-Based-Costing (ABC);
- Cost hierarchies;

- Traditional vs ABC approach to designing a cost system;
- Undercosting and overcosting;
- Product cost cross-subsidization;
- Refining a cost system.

Examples.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapter 5) (See Bibliography)

SESSION 25 (LIVE IN-PERSON)

PART 5: ACTIVITY-BASED COSTING AND ACTIVITY-BASED MANAGEMENT

- Activity-Based-Costing (ABC);
- Cost hierarchies;
- Traditional vs ABC approach to designing a cost system;
- Undercosting and overcosting;
- Product cost cross-subsidization;
- Refining a cost system;
- Time-Driven Activity Based Costing (TDABC).

Examples.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapter 5) (See Bibliography)

SESSION 26 (LIVE IN-PERSON)

PART 5: ACTIVITY-BASED COSTING AND ACTIVITY-BASED MANAGEMENT

- Activity-Based-Costing (ABC);
- Cost hierarchies;
- Traditional vs ABC approach to designing a cost system;
- Undercosting and overcosting;
- Product cost cross-subsidization;
- Refining a cost system.

Exercises.
Reading Assignment

SESSION 27 (ASYNCHRONOUS)

PART 4: PRODUCT COSTING: ISSUES AND PROBLEMS

Concepts in action.
Topics: **Job costing and Process costing**.

SESSION 28 (LIVE IN-PERSON)

Case study 03

Concepts in action.

SESSION 29 (LIVE IN-PERSON)

PART 5: ACTIVITY-BASED COSTING AND ACTIVITY-BASED MANAGEMENT

- Activity-Based-Costing (ABC);
- Cost hierarchies;
- Traditional vs ABC approach to designing a cost system;
- Undercosting and overcosting;
- Product cost cross-subsidization;
- Refining a cost system.

Exercises. Mini Test 05.
Reading Assignment

Book Chapters: Horngren's Cost Accounting (Chapter 5) (See Bibliography)

SESSION 30 (LIVE IN-PERSON)

FINAL EXAM

EVALUATION CRITERIA

Your final grade in the course will be based on both individual and group work of different characteristics that will be weighted in the following way.

A. Case studies, assignments and class participation

Attendance and punctuality are mandatory. Students are expected to come prepared and participate actively and voluntarily during lectures.
The assignments will be split among the different groups in the different sessions in order to cover all the cases and exercises.

B. Intermediate mini-tests

Closed-book, individual written mini-tests.

C. Final Exam (should be 4.0 or higher)

Closed-book, individual written examination.

criteria	percentage	Learning Objectives	Comments
Topic presentation	10 %		Topic presentation
Intermediate mini-tests	25 %		Intermediate mini-tests
Other	15 %		Case studies
Class Participation / assignments	10 %		Class Participation / assignments
Final Exam	40 %		Should be 4.0 or higher

** RE-SIT / RE-TAKE POLICY **

Each student has four (4) chances to pass any given course distributed over two (2) consecutive academic years. Each academic year consists of two calls: one (1) ordinary call (during the semester when the course is taking place); and one (1) extraordinary call (or “re-sit”) in June/July.

Students who do not comply with the 80% attendance requirement in each subject during the semester will automatically fail both calls (ordinary and extraordinary) for that Academic Year and have to re-take the course (i.e., re-enroll) during the next Academic Year.

The Extraordinary Call Evaluation criteria will be subject to the following rules:

- Students failing the course in the ordinary call (during the semester) will have to re-sit evaluation for the course in June / July (except those students who do not comply with the attendance rule, and therefore will not have that opportunity, since they will fail both calls and must directly re-enroll in the course during the next Academic Year).
- It is not permitted to change the format nor the date of the extraordinary call exams or deadlines under any circumstance. All extraordinary call evaluation dates will be announced in advance and must be taken into consideration before planning the summer (e.g. internships, trips, holidays, etc.)
- The June/July re-sit will consist of a comprehensive evaluation of the course. Your final grade for the course will depend on the performance in this exam or evaluation only. I.e., continuous evaluation over the semester (e.g. participation, quizzes, projects and/or other grade components over the semester) will not be taken into consideration on the extraordinary call. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., "notable" in the extraordinary call.
- Re-takers: Students who failed the subject on a previous Academic Year and are now re-enrolled as re-takers in a course will need to take the mini-test (25% of their final grade) and the Final Exam (75% of their final grade). The maximum grade that may be obtained as a retaker during the ordinary call (i.e., the 3rd call) is 10.0 (out of 10.0).

After exams and other assessments are graded by the professor (on either the ordinary or extraordinary call), students will have a possibility to attend an exam review session. Please be available to attend the session in order to clarify any concerns you might have regarding your grade. Your professor will inform you about the time and place of the review session.

- Students failing more than 18 ECTS credits after the June/July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.
- In case you decide to skip the opportunity to re-sit for an exam or evaluation during the June/July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker, and pay the corresponding tuition fees. As you know, students have a total of four (4) allowed calls to pass a given subject or course, in order to remain in the program.

BIBLIOGRAPHY

Compulsory

- Horngren, C.T., Datar, S.M. & Rajan, M.V. (2021). *Horngren's Cost Accounting: A Managerial Emphasis.* 17th Global Edition. Pearson. ISBN 9781292363073 (Digital)

The electronic version of this textbook is freely available on IE Campus (MyLab)

BEHAVIOR RULES

Please, check the University's Code of Conduct here. The Program Director may provide further indications.

ATTENDANCE POLICY

Please, check the University's Attendance Policy here. The Program Director may provide further indications.

ETHICAL POLICY

Please, check the University's Ethics Code here. The Program Director may provide further indications.