

*“Developing international experience for students through virtual mobility”*

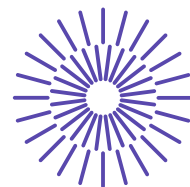


## NEW CHALLENGES FOR MANAGEMENT ACCOUNTING

Methodology Steps  
for Implementation of  
Virtual Mobility

**Course:**  
**MANAGERIAL ACCOUNTING**  
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# 1 NEW CHALLENGES FOR MANAGEMENT ACCOUNTING

## A. Before the Virtual Mobility

This part of the Methodology Guide specifies steps that have to be taken before the entire Virtual Mobility (VM).

### STEP 1: SPECIFICATION OF THE VIRTUAL MOBILITY TOPIC

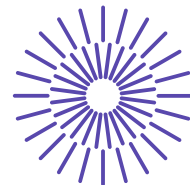
**Specify the topic of the VM:**

**NEW CHALLENGES FOR MANAGEMENT ACCOUNTING**

As a first step, it is necessary to specify the topic or general focus of virtual mobility.

**Annotation of the virtual mobility:**

"New Challenges for Management Accounting" is a dynamic course that delves into the evolving landscape of accounting in the contemporary business world. This virtual course explores the latest trends and emerging issues in management accounting, equipping students with the knowledge and skills to navigate the challenges of today's rapidly changing financial environment. Topics may include technological advancements, sustainability reporting, total quality management, artificial intelligence, etc. Students can expect to gain valuable insights and practical strategies to adapt and excel in the ever-shifting realm of management accounting, making it an essential choice for finance professionals and other specialists to stay at the forefront of their field.



## STEP 2: SPECIFICATION OF THE COURSES INVOLVED IN VM

Next, it is necessary to specify the courses involved in virtual mobility at home and partner universities.

### Specification of the course/-s at FE TUL:

**Name of the course: MANAGERIAL ACCOUNTING**

**Abbreviation: MUC, MUC-E**

**Language of instruction: English**

**Expected number of students: about 20 - 25**

**Short annotation of the course:**

Management accounting systems accumulate, classify, summarize and report information that will assist employees within an organization in their decision-making, planning, control and performance measurement activities. All the topics covered will start from the basics but will gradually build up so that the students gain a comprehensive understanding of the material covered. The course will be based on lectures and seminars.

**Summary of the Course:**

1. Introduction to Managerial Accounting
2. Introduction to Cost Terms and Concepts
3. Cost-Volume-Profit Analysis (CVP)
4. Costing Systems. Cost Assignment.
5. Job Costing
6. Process Costing
7. Activity Based Costing
8. The Budgeting Process

### Specification of the course/-s at partner university/-ies:



**Partner university 1:****Name of the course: Management Accounting****Language of instruction: English****Expected number of students: 25 - 35 students****Contact person: Marina Godinho Antunes, Ph.D.****Short annotation of the course:**

Raising awareness on the importance and relevance of Management Accounting in organizations as a privileged instrument to support management and decision-making. Setting the criteria and methods of calculation of production costs, giving students the necessary knowledge to a suitable domain and application of concepts and their analysis. With the conclusion of the unit course, the students should be able to:

- \* Understand the role of Management Accounting as a support of the process in decision making.
- \* Dominate the terminology and concepts used in Management Accounting.
- \* Apply and analyze the different methods and costing systems used in Management Accounting.

**Summary of the Course:****1. Introduction to Management Accounting**

Scope and objectives of Management Accounting.

The General/Financial Accounting and Management Accounting.

Objectives and characteristics of Management Accounting.

**2. Costs and their relationship with profit**

General cost classifications.

Period costs versus product costs.

Costs classifications for predicting cost behaviour.

Costs classifications for assigning costs to cost objects.

Costs classifications for decision making.

Cost-Volume-Profit analysis.

Breakeven analysis: breakeven point (currency and units).

Safety margin.

COST VOLUME PROFIT considerations in choosing a cost structure.

Operating leverage degree and financial leverage degree.

**3. Homogeneous Sections**

Principal sections and auxiliary sections.

Characteristics of the homogeneous sections.

Construction of the costs productions maps.

Definition of the unit costs of the production.

**4. ABC – Activity Based Costing**

Definition of the ABC concept.

The importance of the ABC method.

Advantages and disadvantages of the system.

Comparison between the traditional system and ABC system.

**5. Programs and Operational budgets**

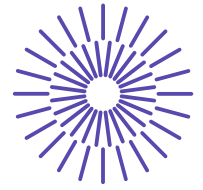
Introduction to the budget process.

The budget: a planning instrument.

Concept and purpose of the budget.

Programs and budgets typology.





### STEP 3: SPECIFICATION OF THE TARGET GROUPS

The target group of VM might be students of different educational levels, researchers, and academic/administrative staff. For this project, only students will be considered the target group; it is required to specify the study levels and programmes of involved students at both institutions.

#### Specification of the target group of students at FE TUL:

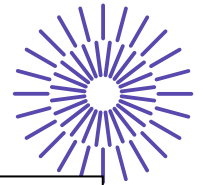
- International degree students – study programme Business Administration, specialization Management of Business Processes - about 20 students
- Erasmus+ students (mobility for one semester or a year) – about 5 students

#### Specification of the target group of students at the partner university:

- International students – Students coming from different ISCAL partner institutions, attending different levels of education (bachelor's or master's degree). Their basic training focuses on Management, Accounting, Finance, Marketing, Economics, and other possible related areas.

### STEP 4: SPECIFICATION OF THE TIME FRAMES

As a next step, it is crucial to agree with the partner on the time frame of realisation of the VM activities, suitable for both partners. When planning the VM, it is necessary to determine at the very beginning whether both potential courses are taught in the same semester and whether a suitable date can be found for the realisation of the VM at both institutions.



#### Expected academic year and semester of VM:

- FE TUL: Winter Semester of academic year 2023/2024: from 18. 9. 2023 to 22. 12. 2023  
Lessons: Thursday CZ time 8:50 – 10:20 and CZ10:40 – 12:10
- ISCAL: Winter Semester of academic year 2023/2024: from 18. 9. 2023 to 19. 12. 2023  
Lessons: Tuesday PT time 11 – 12:20 and Wednesday PT12:30 – 15:30

#### Expected timeline of VM activities:

- *Offline activity:* Ask students to fill in Padlet (<https://cs.padlet.com/>) **from 18 September till 8 October** (3 weeks)

<https://padlet.com/virutalmobilityfetul/virtual-mobility-new-challenges-for-management-accounting-pi49v8d8z5zynn5j>

password: xxxxxxxx

- *Offline activity:* Dividing students into groups ([Flippity.net: Random Name Picker Instructions](https://www.flippity.net/))
- *Online activity (Zoom):* Assignment of topics to groups – an online meeting of all groups: **WEDNESDAY 25 October CZ14:15 – 15:50 (PT13:15 – 14:50)**
- *Online & offline activity:* Students work on the topic in groups (prepare written paper – about 10 pages + presentation) – students choose any online platform they like (Google Meet, Zoom, MS Teams, Wonder.me, etc.)
- *Online activity:* Groups present their assignments in front of other students online (Zoom or Google Meet) – Wednesdays: **29 November + 6 December** (CZ time 14:15 – 15:50 / PT time 13:15 – 14:50) (if more groups – we may start already on WED 22 November)

## STEP 5: SPECIFICATION OF THE COURSE REQUIREMENTS

Both institutions have agreed that the VM implemented in this project will not be assessed as a separate course. Therefore, no extra ECTS credits will be awarded.

Nevertheless, each partner university has specific requirements for the courses selected for VM. After implementing the VM into the courses, the course requirements should be adjusted



accordingly. Each partner university can decide on its own VM recognition within the course. The modified course requirements sometimes need to be approved by the guarantor or the institution, which must be kept in mind. New requirements need to be published for students in the university system in advance.

### Course requirements at FE TUL:

#### Original requirements:

- Attendance at lectures – a student should attend at least 75 % of classes
- Attendance at seminars – a student should attend at least 75 % of classes
- 2 mid-term tests – only **problem solving** (to pass you need to get at least 60 %, each next attempt 10 % less)
- Final test – written test - **theoretical questions + problem solving** (case study), in the exam period (min 60 % to pass)

**Grading:** weighted average of final test (60 %) and mid term tests (40 %)

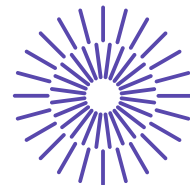
#### Modified requirements:

- Attendance at lectures – a student should attend at least 70 % of classes, and 100 % of virtual mobility sessions
- Attendance at seminars – a student should attend at least 70 % of classes, and 100 % of virtual mobility sessions
- Virtual mobility assignment – online group work with students from the partner university, final presentation of results of case studies
- Final test – written test - **theoretical questions + problem solving** (case study), in the exam period (min 60 % to pass)

**Grading:** weighted average of the final test (weight 70 %) and virtual mobility assignment grade (weight 30 %)

**Name of the course guarantor:** Ing. Lenka Stryckova, Ph.D.

**Approval by the guarantor:** NOT NEEDED

**Course requirements at partner institution:****Original requirements:**

The attendance to the lessons is not mandatory.

Continuous Evaluation:

\* 2 written tests: 80% (40% + 40%)

\* Group work presented and debated in class (mandatory): 20%.

Or,

\* Final Exam: 100%

**Modified requirements:**

The attendance to the lessons is not mandatory.

Continuous Evaluation:

\* 2 written tests: 80% (40% + 40%)

\* Virtual mobility assignment: online group work with students from the partner university, with final presentation of the groupworks (mandatory): 20%.

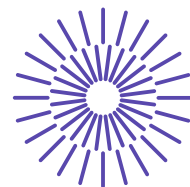
Or,

\* Final Exam: 100%

**Name of the course guarantor:****Approval by the guarantor: Y/N****STEP 6: SPECIFICATION OF INTENDED ACTIVITIES BEFORE AND DURING VM**

All participating institutions agreed that the VM implemented as part of this project would be short-term, online, and informal. However, some preparation for VM might be necessary before implementation. In this section, it is required to specify individual and group activities before and during VM.





### Activities before VM:

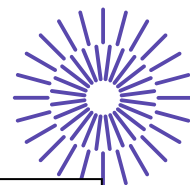
**Joint class activities before VM (at each institution):**

- Study starts and continues according to the course plan of each institution.

**Students' individual activities before VM:**

- Students introduce themselves on Padlet.

### Course activities during VM:

**Joint class activities during VM (online):**

- Students work in assigned groups of 4 or 6 students (students are divided into groups randomly, but it is necessary to ensure that approximately half of the students are from CZ and half from PT).

**Offline activities during VM:**

- Students work in groups on paper (about 10 pages) and presentation.
- Students study theory for their topic.

**List of topics for VM:**

1. Management Accounting and its relationship with business development.
2. The role of control systems and Management Accounting in the Hospitality and Tourism Enterprises.
3. The main role and advantages of Management Accounting in the services corporations and manufacturing corporations.
4. The role of control systems as a support of the Management Accounting practice and their contribution to the corporation's activities.
5. The importance and principal role of Management Accounting in the Soccer Industry.
6. Total Quality Management and its relationship with Management Accounting.
7. The impact of the enterprise resources planning (ERP) in the Management Accounting and its role in the corporation.
8. The role of Management Accounting for Micro, Small, and Medium Enterprises.
9. The importance and specifics of Management Accounting in the Healthcare Sector.
10. Specifics of Management Accounting in Educational Institutions.
11. Specifics of Management Accounting in Nonprofit Organizations.
12. Potential of Artificial Intelligence in Management Accounting.



## STEP 7: SPECIFICATION OF PLATFORMS FOR EDUCATIONAL MATERIALS

This section specifies platforms for storing educational materials at both partner institutions.

### The platform for storing educational materials at FE TUL:

- <https://elearning.tul.cz/?lang=en>
- course name: KFÚ/MUC - Managerial Accounting (2023) (ENGLISH)

### The platform for storing educational materials at partner universities:

- <https://moodle2.ipl.pt/iscal2022/>

## STEP 8: SPECIFICATION OF EXPECTED ONLINE (OFFLINE) TOOLS USED FOR VM

In this section, it is required to specify online tools used before and during VM.

### Online tools and applications used before VM:

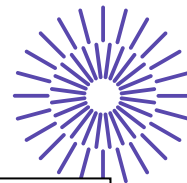
- Padlet (<https://cs.padlet.com/>)

### Online tools and applications used during VM:

- Google Meet (<https://meet.google.com/>)
- Zoom ([One platform to connect | Zoom](#))
- Flippity.net: [Random Name Picker](#)
- Canva (<https://www.canva.com>) – for presentations and papers
- [easy.tul.cz](https://easy.tul.cz)

### Offline tools and applications used for VM (if any):





- MS Powerpoint – for presentations
- MS Word – for papers

## STEP 9: TECHNICAL SUPPORT PROVISION

For the success of VM implementation, suitable premises at both institutions and technical support should be provided to secure the virtual part. It is necessary to arrange both in advance.

### Place of implementation of VM:

#### Place of implementation of VM at FE TUL:

- Meeting room on the 7th floor – full virtual connection is possible via TV screen and other technical equipment, reservation of the room is needed. Capacity up to 40 people.

#### Place of implementation of VM at partner institution:

- Classroom on the 6th floor – no. 2 with audiovisual equipment.

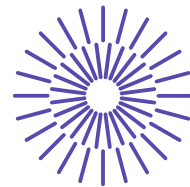
### Technical support during VM:

#### Technical support of VM at FE TUL:

- technical support will be provided by dr. David Kubat, department of IT technologies

#### Technical support of VM at partner institution:

- N/A



## B. During the Virtual Mobility

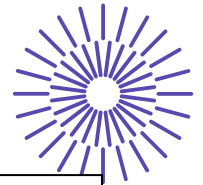
### STEP 10: REALISATION OF VIRTUAL MOBILITY

This section should only be completed after the implementation of the VM. The progress of the VM will be reported: whether everything went according to plan and whether any changes had to be made. Eventual modifications should be specified.<sup>1</sup>

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<sup>1</sup> The box to be filled in can be expanded as needed.





The virtual mobility ran smoothly according to the planned schedule.

**STEP 1: INTRODUCTION OF STUDENTS FROM BOTH UNIVERSITIES ON THE PADLET BOARD**

- deadline: 22 October 2023

**STEP 2: VIRTUAL MOBILITY - introduction**

- 25 October 2023 – introduction, tasks assignments, dividing into mixed groups
- 25 November 2023 – deadline for students to work on assignment in groups; they must submit a Seminary Paper (10 – 15 stran)

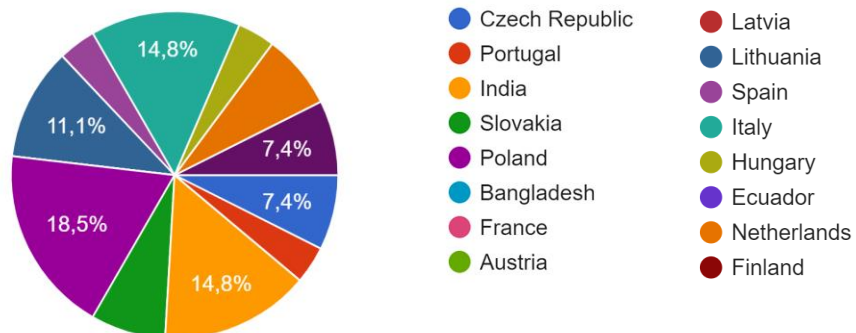
**STEP 3: VIRTUAL MOBILITY - realisation**

- 29 November and 6 December 2023 – online session, students’ presentations in groups (hybrid format)
- January 2024 – joint evaluation of group activities (paper + presentations)

We had an international group of students from 16 countries.

Which country are you originally from?

27 odpovědí

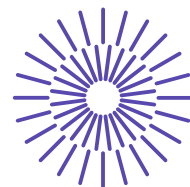


After VM, students evaluated the experience as positive. Most of them received good grades and enjoyed this format of collaborative learning.

**STEP 11: ADMINISTRATIVE PROVISION OF VIRTUAL MOBILITY**

VM within this project must also be registered administratively within the institution. This section should include how the VM was administered and who was the responsible person.





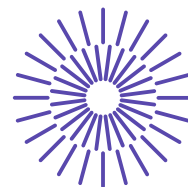
**Administrative support and provision of VM:**

**Administration of VM at FE TUL:**

- the administration will be provided by the teacher of the course (Lenka Stryckova)

**Administration of VM at partner institution:**

- the administration will be provided by the teacher of the course (Marina Antunes)



## C. After the Virtual Mobility

### STEP 12: EVALUATION OF VIRTUAL MOBILITY

This section is devoted to VM evaluation. The evaluation of VM should be provided by teachers from all participating institutions. Students' assessment of VM will take place in the form of a poll.<sup>2</sup>

#### Number of participants:

**The number of participants from FE TUL:**

21 active students (4 students of the course did not participate)

**The number of participants from partner universities:**

43 Erasmus students (including FE TUL students)

#### Evaluation report of VM from the point of view of FE TUL:

As an instructor at the Technical University of Liberec, Czech Republic, I found the experience with the virtual mobility project to be incredibly rewarding. Collaborating with ISCAL within the Erasmus program provided a unique opportunity for cross-cultural exchange and learning in the field of management accounting. Witnessing students from different backgrounds come together to explore various topics in management accounting was truly inspiring. The online platform allowed for seamless communication and collaboration, despite the physical distance between our institutions. Seeing students engage in lively discussions and present their work to peers from diverse nationalities was particularly fulfilling. Overall, the virtual mobility project not only expanded students' academic horizons but also fostered a deeper appreciation for global perspectives and collaboration in the field of management accounting.

<sup>2</sup> The boxes to be filled in can be expanded as needed.

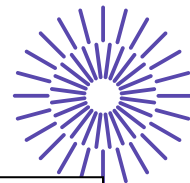


**Evaluation report of VM from the point of view of the partner university's teacher:**

During the 1st semester, the Virtual Mobility Project took place, developed in partnership between ISCAL - as part of the Erasmus program of UC Management Accounting (with Professor Marina Antunes) - and the Technical University of Liberec - Czech Republic (with Professor Ing. Lenka Strýčková), from the Department of Finance and Accounting, Faculty of Economics, with the project focusing on the theme: "Developing international experience for students through virtual mobility - NEW CHALLENGES FOR MANAGEMENT ACCOUNTING". This project consisted of joint work, focusing on various topics in Management Accounting, among Erasmus students from both institutions (a total of 64 students), with online sessions serving as the platform for presenting their work. This project involved students from 16 different nationalities.

Link: [Projeto de Virtual Mobility entre o ISCAL e a Technical University of Liberec \(República Checa\) | Instituto Superior de Contabilidade e Administração de Lisboa \(ipl.pt\)](#)

**If available, provide an evaluation of VM from the student's point of view (poll results):**

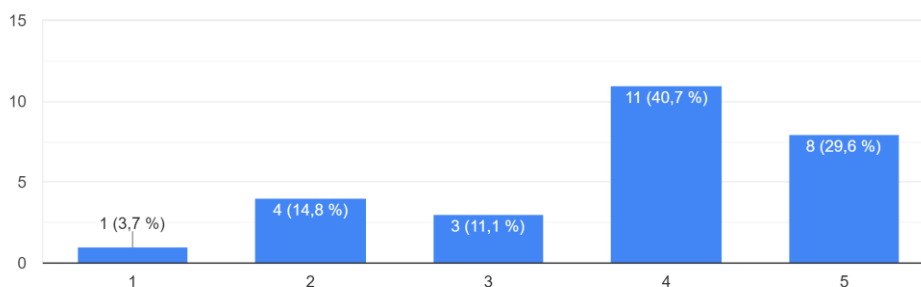


A Questionnaire for Virtual Mobility Participants was created:

[Questionnaire for Virtual Mobility Participants \(google.com\)](#)

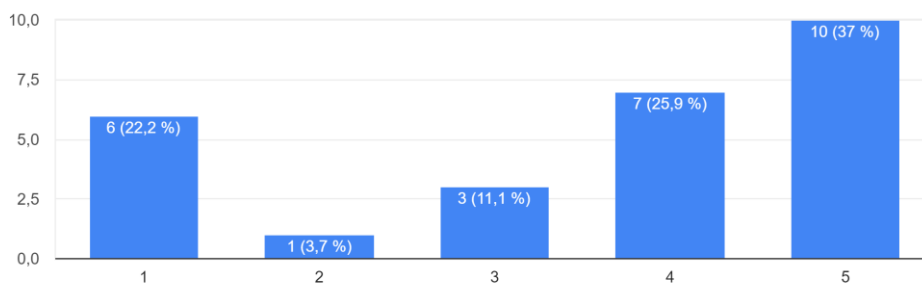
Do you think that VM contributed to your better understanding of essential principles managerial accounting? Please use a scale from 1 to 5 for your answer.

27 odpovědí



Do you think that VM contributed to the development of your intercultural competences? Please use a scale from 1 to 5 for your answer.

27 odpovědí



How would you rate the overall benefit of VM? Please use a scale from 1 to 5 for your answer.

27 odpovědí

