

KAZAKH NATIONAL UNIVERSITY NAMED AFTER AL-FARABI
HIGHER SCHOOL OF ECONOMICS AND BUSINESS
DEPARTMENT "MANAGEMENT"

APPROVE:

**Dean of the Higher School
economy and business**

_____ **Bimendyeva L.A.**

" ____ " _____ **2023, protocol No. ____**

EDUCATIONAL AND METHODOLOGICAL COMPLEX OF THE DISCIPLINE
CM 18917“Cost management”
on the educational program "6B04102 Management"

Course - 3
Semester - 6
Number of credits - 6

Almaty – 2023

The teaching materials for the discipline "Cost management" were compiled by Doctor of Economics, Professor Adambekova A.A.

Based on the curriculum for the educational program "6B04102 Management"

Reviewed and recommended at a meeting of the Department of Management

dated " ____ " _____ 2023, protocol No. _____

Head department "Management"

Doctor of Economics, Professor _____ A.N. Turginbaeva

SYLLABUS
Fall semester 2023-2024 academic year
Educational program "6B04102 Management"
3 course

ID and name of course	Independent work of the student (IWS)	Number of credits			General number of credits	Independent work of the student under the guidance of a teacher (IWST)
		Lectures (L)	Practical classes (PC)	Lab. classes (LC)		
ID 18917 Cost management	2	3	3	-	6	8

ACADEMIC INFORMATION ABOUT THE COURSE

Learning Format	Cycle, component	Lecture types	Types of practical classes	Form and platform final control
<i>Offline</i>	P\ UC	basic/practical classical, explanation, exploration, visualization.	interactive discussion, brainstorming, expert opinion., case, interactive lesson, consultation, research	Written Exam in Univer
Lecturer – (s)	Adambekova Ainagul Amangeldinovna. D.e.s. professor			
e-mail :	ainagul.adambekova@kaznu.edu.kz			
Phone :	87077710724			
Practice teacher	Sakhariyeva Anel Salimbayevna			
e-mail :	simphoniya@gmail.com			
Phone :	377-33-33/1248			

ACADEMIC COURSE PRESENTATION

Purpose of the course	Expected Learning Outcomes (LO) As a result of studying the discipline the student will be able to	Indicators of LO achievement (ID)
The purpose of studying this discipline is to develop students' theoretical knowledge and practical skills in cost management by answering questions about why costing is performed and what it is used for. This includes the appropriate cost calculation methods and methods, as well as the possibilities of using digital calculation. The student will learn how cost management approaches are designed and implemented in an organization, what impact these approaches have, and how methods are applied to ensure informed short-term decision making under risk and uncertainty using appropriate risk	1. LO 1 - understand how the cost management and transformation model is designed to help businesses achieve and maintain cost competitiveness.	1.1 - understand the essence, goals and objectives, objects and main directions of cost management; 1.2 - identify the activity that causes the change in value. 1.3 - find out why product costs are calculated using different methods for different purposes and for different types of organizations. 1.4 - demonstrate the concepts of JIT, TQM and Kaizen and how they stimulate continuous improvement of products and processes in cost management.
	2. LO 2 - understand the relationship between direct/indirect and variable costs and fixed costs, respectively	2.1 - apply modern methods and techniques in the practice of cost management; 2.2 - use methods for assessing and managing variable costs and fixed costs; 2.3 - Determine the impact of just-in-time (JIT) manufacturing, theories limits (TOC) and total quality management (TQM) on efficiency, stock levels and costs 2.4 - understand the rationale for using ABC as a basis for cost management.
	3. LO 3 - apply marginal productivity and absorption cost methods for profit reporting and inventory valuation	3.1 - understand marginal productivity and absorption cost methods for profit reporting 3.2. - compare budget with actual profits using absorption and/or marginal cost principles. 3.3 - understand how the system process control (ABM) uses process accounting cost (ABC) to increase profitability and customer satisfaction. 3.4 - apply modern methods and indicators for assessing the organization's capital

management tools.	4 LO 4 - apply standard costing methods	4.1. apply modern methods for assessing and managing variable costs and fixed costs; 4.2. – identify potential differences and difficulties in calculating the cost of digital products compared to traditional products. 4.3 - calculate target costs and target prices and identify methods to reduce significant cost variances. 4.4 - value chain analysis
	5. LO 5 - describe the main types of short-term decisions organizations make when managing costs	5.1 - explain the basic concepts used to make short-term decisions, and the application of appropriate methods to support short-term decisions. 5.2 - prepare various types of budgets and discuss budgetary control. 5.3 - understand life cycle costing and its implications for marketing strategies. 5.4 - determine relevant cash flows and their timing for the entire life cycle of the project, including accounting for taxes, inflation and working capital.
Prerequisites	Finance, Accounting	
Post requisites	Major Courses	
Information resources **	<p>Literature:**</p> <ol style="list-style-type: none"> 1. Pauline Weetman. Financial and Management Accounting An Introduction. London, 2018. 389p. 2. CIMA P1 Kaplan study text https://kaplanpublishing.co.uk/cima/professional-operational/management-accounting-p1/study-text 3. CIMA P1 BPP study text https://learningmedia.bpp.com/product?catalog=ITP12021 4. Operational Management exam-kit https://kaplan-learning.com/bookshop/cima/professional-operational/management-accounting-p1/exam-kit 5. Management Accounting, 4th Edition https://www.wiley.com/en-us/Management+Accounting%2C+4th+Edition-p-9780730369424 6. Break-even cost analysis https://templates.office.com/en-us/breakeven-cost-analysis-tm01116512 7. CIMA Case studies https://www.cimaglobal.com/Research--Insight/Case-studies/ <p>Research infrastructure</p> <p>1 MS Excel</p> <p>Professional scientific databases</p> <p>1 http://kase.kz 2 http://dfo.kz</p> <p>Internet resources</p> <ol style="list-style-type: none"> 1. http://elibrary.kaznu.kz/ru 2 https://ru.coursera.org/ 3 https://uchet.kz/ 	
Academic course policy	<p>The academic policy of the course is determined by the Academic Policy and the Policy of Academic Integrity of Al-Farabi Kazakh National University .</p> <p>Documents are available on the main page of IS Univer .</p> <p>Integration of science and education. The research work of students, undergraduates and doctoral students is a deepening of the educational process. It is organized directly at the departments, laboratories, scientific and design departments of the university, in student scientific and technical associations. Independent work of students at all levels of education is aimed at developing research skills and competencies based on obtaining new knowledge using modern research and information technologies. A research university teacher integrates the results of scientific activities into the topics of lectures and seminars (practical) classes, laboratory classes and into the tasks of the IWST, IWS, which are reflected in the syllabus and are responsible for the relevance of the topics of training sessions and assignments.</p> <p>Attendance. The deadline for each task is indicated in the calendar (schedule) for the implementation of the content of the course. Failure to meet deadlines results in loss of points.</p> <p>Academic honesty. Practical/laboratory classes, IWS develop the student's independence, critical thinking, and creativity. Plagiarism, forgery, the use of cheat sheets, cheating at all stages of completing tasks are unacceptable.</p> <p>Compliance with academic honesty during the period of theoretical training and at exams, in addition to the main policies, is regulated by the "Rules for the final control" , "Instructions for the final control of</p>	

[the autumn / spring semester of the current academic year](#)", "Regulations on checking students' text documents for borrowings".

Documents are available on the main page of IS Univer .

Basic principles of inclusive education. The educational environment of the university is conceived as a safe place where there is always support and equal attitude from the teacher to all students and students to each other, regardless of gender, race / ethnicity, religious beliefs, socio-economic status, physical health of the student, etc. All people need the support and friendship of peers and fellow students. For all students, progress is more about what they can do than what they can't. Diversity enhances all aspects of life.

All students, especially those with disabilities, can receive counseling assistance by phone / e- mail ainagul.adambekova@kaznu.edu.kz or via video link in MS Teams <https://teams.live.com/join/946493686446?p=yOiGZIO19ry99wa8>

Integration MOOC (massive open online course). In the case of integrating MOOC into the course, all students need to register for MOOC. The deadlines for passing MOOC modules must be strictly observed in accordance with the course study schedule.

ATTENTION! The deadline for each task is indicated in the calendar (schedule) for the implementation of the content of the course, as well as in the MOOC. Failure to meet deadlines results in loss of points.

INFORMATION ABOUT TEACHING, LEARNING AND ASSESSMENT

Score-rating letter system of assessment of accounting for educational achievements				Assessment Methods												
Grade	Digital equivalent points	points, % content	Assessment according to the traditional system	<p>Criteria-based assessment is the process of correlating actual learning outcomes with expected learning outcomes based on clearly defined criteria. Based on formative and summative assessment.</p> <p>Formative assessment is a type of assessment that is carried out in the course of daily learning activities. It is the current measure of progress. Provides an operational relationship between the student and the teacher. It allows you to determine the capabilities of the student, identify difficulties, help achieve the best results, timely correct the educational process for the teacher. The performance of tasks, the activity of work in the classroom during lectures, seminars, practical exercises (discussions, quizzes, debates, round tables, laboratory work, etc.) are evaluated. Acquired knowledge and competencies are assessed.</p> <p>Summative assessment - type of assessment, which is carried out upon completion of the study of the section in accordance with the program of the course. Conducted 3-4 times per semester when performing IWS. This is the assessment of mastering the expected learning outcomes in relation to the descriptors. Allows you to determine and fix the level of mastering the course for a certain period. Learning outcomes are evaluated.</p> <table border="1"> <thead> <tr> <th>Formative and summative assessment</th> <th>Points % content</th> </tr> </thead> <tbody> <tr> <td>Activity at lectures</td> <td>9</td> </tr> <tr> <td>Work in practical classes</td> <td>27</td> </tr> <tr> <td>Independent work</td> <td>24</td> </tr> <tr> <td>Final control (exam)</td> <td>40</td> </tr> <tr> <td>TOTAL</td> <td>100</td> </tr> </tbody> </table>	Formative and summative assessment	Points % content	Activity at lectures	9	Work in practical classes	27	Independent work	24	Final control (exam)	40	TOTAL	100
Formative and summative assessment	Points % content															
Activity at lectures	9															
Work in practical classes	27															
Independent work	24															
Final control (exam)	40															
TOTAL	100															
A	4.0 _	95-100	Great													
A-	3.67	90-94														
B+	3.33	85-89	Fine													
B	3.0	80-84														
B-	2.67	75-79														
C+	2.33	70-74														
C	2.0	65-69														
C-	1.67	60-64	Satisfactorily													
D+	1.33	55-59														
D	1.0	50-54														
FX	0.5	25-49	Unsatisfactory													
F	0	0-24														

Calendar (schedule) for the implementation of the content of the course. Methods of teaching and learning.

week	Topic name	Number of hours	Max. score
Module 1 Fundamentals of cost management			
1	Lec 1. Theme: Essence of cost management and its role in company management	1	2
	Sem 1. Theme The Manager and Management Accounting	2	6
2	Lec 2. Theme An Introduction to Cost Terms and Purposes	1	2
	Sem 2. Different Definitions of Costs for Different Applications	2	6
	IWS 1 Preparation of an analytical report "The impact of cost management on managerial decision-making in a company"		
	SIWSI 1. Consultation on the implementation of the IWS 1		
3	Lec 3. Theme The impact of cost management on corporate governance	1	2
	Sem 3. Theme Rationales for costing	2	7
	SIWSI 2. Consultation on the implementation of the IWS 1		
4	Lec4. Traditional costing Part 1	1	2
	Sem 4. Theme Production Cost and its impact on managerial decision making	2	6
5	Lec 5. Traditional costing Part 2	1	2
	Sem 5. Theme Non-Production Cost and its impact on managerial decision making	2	7
	SIWSI 3. Consultation on the implementation of the IWS 1		
6	Lec 6 Theme Marginal Costing in the cost management system	1	2
	Sem 6. Theme Application of methods and tools of Marginal Costing	2	7
7	Lec 7. Theme Pricing strategies based on COST	1	2
	Sem 7. Theme Financial planning as a tool for implementing a financial strategy	2	7

	SIWSI 4. " The impact of cost management on managerial decision-making in a company", delivery of work performed (IWS1)		40
	LEVEL CONTROL 1		100
Module 2 -			
8	Lec 8. Theme Cost-Volume-Profit Analysis	1	2
	Sem 8. Theme Cost-Volume Analysis in Cost management	2	6
9	Lec 9. Theme Activity-Based Costing Part 1	1	2
	Sem 9. Theme Influence of ABC in current asset management	2	6
	IWS 2 Preparation of an analytical report " Analysis of deviations in the company's cost management and its impact on management decision-making "		
	SIWSI 5. Consultation on the implementation of the IWS 2		
10	Lec 10. Theme Activity-Based Costing Part 2	1	2
	Sem 10. Theme Activity-Based Costing of planning and management.	2	5
11	Lec 11. Theme Other Costing Techniques. Joint -Product Costing	1	2
	Sem 11. Theme Types of other Costing Techniques.	2	6
12	Lec 12. Theme Other Costing Techniques. Digital Costing	1	2
	Sem 12. Theme Costing Digital Products	2	5
	SIWSI 6. Consultation on the implementation of the IWS 2		
13	Lec 13. Theme Inventory Costing and Capacity Analysis	1	2
	Sem 13. Theme Costing Comparison	2	5
14	Lec 14. Theme Determining How Costs Behave	1	2
	Sem 14. Theme Cost Function Assumptions	2	5
15	Lec 15. Theme Cost Estimation Methods	1	2
	Sem 15. Theme Steps in Estimating a Cost Function Using Quantitative Analysis	2	5
	SIWSI 7. " Analysis of deviations in the company's cost management and its impact on management decision-making(IWS2)		40
	LEVEL CONTROL 2		100
	Exam		100

Guidelines for performing the SIW 1 Course "Cost Management"

EP Management Eng 3 course

Analytical report " The impact of cost management on managerial decision-making in a company "

To complete the task, it is necessary to select a public company in the Kazakhstan / world market, which has at least 5 years of reporting, refers to large business entities, has an official website covering the results of the company's activities.

To compile an analytical report, be guided by 1) lecture materials, 2) recommended textbooks on the topics of RK 1 (one textbook is enough), 3) the company's annual reports, 4) the company's financial statements, 5) information news feeds reflecting the specifics of the company's development. All references to these sources must be made in the Analytical Reference.

According to the structure, the report should cover the content of the course on RK1 and answer the following questions:

1. The role of the company in the development of the industry\region\country\world market. Reflection in key indicators, charts
2. Describe the main activities in the scheme Reflect in key indicators
3. Describe the structure of the company, presenting the regional structure (if there are representative offices, branches, subsidiaries) and the structure of the parent company. Reflect in key indicators, diagrams
4. Describe the main types of costs
5. Describe the role of cost management in company management. Reflect in key indicators, diagrams
6. Describe the main factors that affect the increase or decrease in costs. Reflect in key indicators, diagrams
7. Make a final conclusion regarding the impact of cost management on managerial decision-making: what factors in this company are determining when making managerial decisions? What external factors can influence decision making? What is the role of the main stakeholders in making managerial decisions? To what extent do costs determine the direction and momentum of a company?

Analytical information should be compiled according to the 50:50 structure (text and analytics in diagrams, diagrams, figures, tables). All data should be consistent, conclusions should be reasoned. Each position must have its own heading.

Evaluation criteria 100 points

Criteria	Scores Max	score in section
Compliance of company selection with criteria - Reporting for at least 5 years - relating to large business entities	1 point for each correspondence	2
References to sources: 1) lecture materials, 2) recommended textbooks on the topics of RK 1 (one textbook is enough), 3) annual reports of the company, 4) financial statements of the company, 5) informational news feeds	1 point for each type of source	5
The role of the company in the development of the industry\region\country\world market. Reflection in key indicators, charts	Reflect in key indicators, schemes Each group of indicators 1 point Each scheme 1 point	10 For indicators 5 For schemes 5
Describe the main activities in the scheme Reflect in key indicators	Each group of indicators 1 point Each scheme 1 point	5
Describe the structure of the company by presenting the regional structure (if there are representative offices, branches, subsidiaries) and the structure of the parent company.	Reflect in key indicators, schemes Each group of indicators 5 point Each scheme 5 point	15
Describe the main types of costs	Reflect in key indicators, schemes Each group of indicators 1 point Each scheme 1 point	10
Describe the role of cost management in company management. Reflect in key indicators, diagrams	Reflect in key indicators, schemes Each group of indicators 5 point Each scheme 5 point	20
Describe the main factors that affect the increase or decrease in costs. Reflect in key indicators, diagrams	Reflect in key indicators, schemes Each group of indicators 5 point Each scheme 5 point	15
Make a final conclusion regarding the impact of cost management on managerial decisionmaking: what factors in this company are determining when making managerial decisions? What external factors can influence decision making? What is the role of the main stakeholders in making managerial decisions? To what extent do costs determine the direction and momentum of a company?	4 points for each reasoned answer	16
Grammar	1 point	1
Stylistics	1 point	1

Guidelines for performing the SIW 2 Course "Cost Management"

EP Management Eng 3 course

Analytical report " Analysis of deviations in the company's cost management and its impact on management decision-making "

To complete the task, it is necessary to select a public company in the Kazakhstan / world market, which has at least 5 years of reporting, refers to large business entities, has an official website covering the results of the company's activities.

To compile an analytical report, be guided by 1) lecture materials, 2) recommended textbooks on the topics of RK 1 (one textbook is enough), 3) the company's annual reports, 4) the company's financial statements, 5) information news feeds reflecting the specifics of the company's development. All references to these sources must be made in the Analytical Reference.

According to the structure, the report should cover the content of the course on MT2 and answer the following questions:

1. Describe the main types of costs. Disclose fixed and variable costs at your chosen enterprise. Reflection in key indicators, charts
2. Describe the factors influencing the formation of the cost of manufactured products
3. Describe manufacturing variances affecting costing
4. Describe implementation deviations (sales, logistics, marketing) affecting costing
5. Describe the applicability of the ABC methodology to cost management in your chosen company. Reflection in key indicators, charts
6. Describe the main factors that affect inventory management. Reflection in key indicators, charts
7. Make a final conclusion about the impact of cost management on managerial decision-making: what factors in this company are determining when making managerial decisions? What is the role of variable costs in the formation of cost costs? What is the role of fixed costs in making managerial decisions? To what extent do costs determine the direction and momentum of a company?

Analytical information should be compiled according to the 50:50 structure (text and analytics in diagrams, diagrams, figures, tables). All data should be consistent, conclusions should be reasoned. Each position must have its own heading.

Evaluation criteria 100 points

Criteria	Scores Max	score in section
Compliance of company selection with criteria - Reporting for at least 5 years - relating to large business entities	1 point for each correspondence	2
References to sources: 1) lecture materials, 2) recommended textbooks on the topics of RK 1 (one textbook is enough), 3) annual reports of the company, 4) financial statements of the company, 5) informational news feeds	1 point for each type of source	5
Describe the main types of costs. Disclose fixed and	Reflect in key	10

variable costs at your chosen enterprise. Reflection in key indicators, charts	indicators, schemes Each group of indicators 1 point Each scheme 1 point	For indicators 5 For schemes 5
Describe the factors influencing the formation of the cost of manufactured products	Each group of indicators 1 point Each scheme 1 point	5
Describe manufacturing variances affecting costing	Reflect in key indicators, schemes Each group of indicators 5 point Each scheme 5 point	15
Describe implementation deviations (sales, logistics, marketing) affecting costing	Reflect in key indicators, schemes Each group of indicators 1 point Each scheme 1 point	10
Describe the applicability of the ABC methodology to cost management in your chosen company. Reflection in key indicators, charts	Reflect in key indicators, schemes Each group of indicators 5 point Each scheme 5 point	20
Describe the main factors that affect inventory management. Reflection in key indicators, charts	Reflect in key indicators, schemes Each group of indicators 5 point Each scheme 5 point	15
Make a final conclusion about the impact of cost management on managerial decision-making: what factors in this company are determining when making managerial decisions? What is the role of variable costs in the formation of cost costs? What is the role of fixed costs in making managerial decisions? To what extent do costs determine the direction and momentum of a company	4 points for each reasoned answer	16
Grammar	1 point	1
Stylistics	1 point	1

Dean of the Higher School of Economics

Bimendieva L.A.

Head of the Department "Management"

Turginbayeva A.N.

Lecturer

Adambekova A.A.