



HSB

Hochschule Bremen
City University of Applied Sciences

HSB-Short Term Study Program 2025
November 2024

HSB-Short Term Study Program 2025


a transatlantic joint project of the HSB-School of International Business and its partner universities in the U.S.A.

PRINCIPLES OF MANAGERIAL ACCOUNTING

Course dates: 2 June – 27 June 2025
Credit hours: 3 credit hours



Syllabus

Instructor:	Professor Dr. Andrea Gouldman, CPA	
	Goddard School of Business and Economics Weber State University, Ogden UT	
	Professor of Accounting	
Email: andregouldman@weber.edu		

Schedule: Monday-Thursday 9.30 h – 12.45 h

HSB-SHORT TERM STUDY PROGRAM

Hochschule Bremen - Werderstraße 73 - 28199 Bremen - Germany Phone: +49-
(0)421-59054163 / ifk@hs-bremen.de
www.hs-bremen.de/short-term-study-programme



Course Description

This course introduces the fundamental concepts and techniques of managerial accounting for internal decision-making. Students will gain practical skills in analyzing and interpreting accounting information by applying managerial accounting concepts to real-world business scenarios. By the end of the course, students will have a foundational understanding of how managers use accounting data to plan, control, and evaluate operations effectively.

Learning Objectives

Through lectures, extensive use of problem sets and calculations, and case studies, students will explore the concepts and procedures underlying managerial accounting. More specifically, at the end of the course, students will be able to:

- Understand different types of cost classifications and how costs are presented in financial statements;
- Determine and understand production costs in service and manufacturing environments;
- Assign production costs using Job-Order and Activity-Based costing systems, including the allocation of overhead and necessary adjustments to account for over- or under-applied overhead;
- Identify relevant costs and revenues for managerial decision-making, including make-or-buy, special orders, outsourcing, best use of constrained resources, and discontinuation decisions;
- Understand how cost-volume-profit (CVP) components are related and use CVP analysis as a planning and decision-making aid;
- Prepare a master budget and understand how to flex it for performance evaluation;
- Calculate and interpret variable and fixed cost variances; and
- Perform basic data analytics using Managerial Accounting data sets through targeted projects.

Evaluation Criteria

Individual Assignments (Including problem sets, case studies, & quizzes)	60%
Group Data Analytics Projects	40%

Class Materials

1. Students will need both Microsoft Excel and Tableau. Students should request a free student license to Tableau before the course starts.
2. Additional course materials will be provided by the instructor.

Schedule

Class Meeting	Class Topics
1.	Introduction to Managerial Accounting and Cost Concepts
2.	Job Order Costing
3.	Data Analytics Lab & Case Assignment
4.	Activity-Based Costing
5.	Cost-Volume-Profit (CVP) Analysis
6.	Data Analytics Lab & Case Assignment
7.	Differential Analysis
8.	Master Budgeting
9.	Flexible Budget & Variance Analysis
10.	Data Analytics Lab & Case Assignment

Grading System:

German Grade	1,0 – 1,5	1,6 – 1,9	2,0 - 2,2	2,3 – 2,5	2,6 – 3,2	3,3 - 3,5	3,6 – 4,0	>4,0
US Grade	A	A-	B+	B	B-	C+	C	F
Qualifier	Excellent	Good			Satisfactory		Sufficient	Failing
Percentage	100-90 %		89-80 %			79-70 %		<70 %

- The program may be subject to change -

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