



Table 2

Course description

COURSE DESCRIPTION		
Course instructor	Sandra Janković, PhD Full Professor	
Name of the course	STRATEGIC ACCOUNTING	
Study programme	<p style="text-align: center;">Hospitality Management</p> <p style="text-align: center;">- Strategic Management in the Hotel Industry</p>	
Status of the course	compulsory	
Year of study	1 year of graduate study	
ECTS credits and manner of instruction	ECTS credits	6
	Number of class hours (L+E+S)	60 (30 + 0 + 30)
<i>1. Course objectives</i>		
<p>The aim of the course is to introduce students to the theoretical framework of strategic accounting and to enable them to use relevant tools, methods and techniques in preparing and presenting accounting information, relevant for strategic decision making, in accordance to the specific requirements of management in corporation in tourism and hospitality industry.</p>		
<i>2. Course enrolment requirements</i>		
No special requirements		
<i>3. Expected learning outcomes</i>		
<p>After passing the exam it is expected that the student will be able to:</p> <ol style="list-style-type: none"> 1. Use the acquired knowledge in a way to link the strategic accounting theoretical and methodological starting points with the strategic management requirements 2. Use accounting information in the process of adopting and evaluating business strategies for hotel companies, with critical approach in assessing the competitive position on the target market 3. Use information from other parts of accounting information system and external sources within the framework of integrated approach 4. Apply the methodological framework of strategic accounting tools, methods and techniques in preparing and presenting relevant information for strategic management (in accordance to the specific information requirements) 5. Apply the general principles of strategic accounting in the decision-making process, taking into account the specifics of hotel companies' business, and the conditions in national and global environment 6. Apply an innovative approach in the preparation of accounting information according to the strategic management needs, with the emphasis on the product life cycle and the principles of sustainable development 7. Follow the provisions of EU Directive 2014/95/EU that requires the financial information to be supplemented by relevant non-financial information (regarding quality, environment, customers, suppliers, competition, innovation, development...). 8. Follow the theoretical framework, accounting / other standards and regulations as the basis for preparing and evaluating sustainability or integrated reports for external users, with the special emphasis on hospitality industry specifics 9. Special emphasis should be placed on teamwork and critical approach in consideration and application of strategic accounting tools, methods and techniques, taking into account the specifics of hotel operations 		
<i>4. Course content</i>		



Students acquire knowledge about the strategic accounting concept and content, as a sub-system of managerial accounting. The emphasis is on using relevant tools, methods and techniques for providing relevant information for strategic management decision making. Strategic accounting is presented as a part of the accounting information system, as well as in its interrelations with the subsystem. In preparing information, the strategic accounting starts from the strategic managements' information requirements and evaluation of the conditions for meeting specifics of the hotel corporation activities. Special emphasis is placed on the role of strategic accounting in the process of preparing and adopting corporate strategy, as well as on assessing if the strategy implementation is in accordance with the principles of life cycle costing (LCC), quality costing management (QC), environmental costing management (EC) and life cycle assessment (LCA). Special emphasis is on using the Balanced Scorecard (BSC) methodology in strategic planning and control, based on the sustainable development principles, which is known as Sustainability Balanced Scorecard (SBSC) oriented to achieve long-term sustainability. For this purpose, the need for corporation long-term stability on the tourism market through monitoring the economic relationship with the customers (customer accounting as a sub-system of strategic accounting), and the impact of an innovative market-based approach to the competitive environment (competition accounting as a sub-system of strategic accounting) is taken into account. In this context, the impact of innovations on the position of the corporation on the tourism market are seen through the best practice examples.

5. Manner of instruction	X lectures	X individual assignments
	X seminars and workshops	<input type="checkbox"/> multimedia and network
	<input type="checkbox"/> exercises	<input type="checkbox"/> laboratories
	<input type="checkbox"/> distance learning	<input type="checkbox"/> mentorship
	<input type="checkbox"/> fieldwork	<input type="checkbox"/> other

6. Comments
Special emphasis is put on the professor / students interactive approach.

7. Student responsibilities

It is obligatory for students to attend lectures / exercises (minimum 75%) and actively participate in all parts of the course process. Students independently / in groups, prepare and present case-studies in which they seek for the possibilities of application of the theoretical framework in the specific situations in the companies' practice. Special emphasis is placed on interactive part of the class and current activities evaluation during the semester.

8. Monitoring of student work¹

Class attendance	2,4	Class participation		Seminar paper		Experimental work	
Written exam	1,1	Oral exam		Essay		Research	
Project		Continuous assessment	1,7	Report		Practical work	
Portfolio		Case study	0,8				

9. Assessment of learning outcomes in class and at the final exam (procedure and examples)

Assessment and evaluation of students in classes and at the final exam is conducted under the Rulebook on evaluation of students at the Faculty of tourism and hospitality management. For each course it is made a detailed course syllabus which coordinates activities, student load, learning outcomes and evaluation methods.

10. Mandatory literature (at the time of submission of study programme proposal)

- Peršić, M., PPP and adapted texts from relevant sources in field of strategic accounting, as well as original sustainability / integrated companies' reports, all available at the web pages „Lumens“, Faculty of Tourism and Hospitality Management, Opatija, University of Rijeka

¹ IMPORTANT: Enter the appropriate proportion of ECTS credits for each activity so that the total number of credits equals the ECTS value of the course. Use empty fields for additional activities.



2. Gulin D., Peršić M. Ed., Upravljačko računovodstvo // Managerial Accounting (selected pages from 457 to the 654), HZRFD, 2011.
3. Peršić M., Strategijsko računovodstvo kao izvor informacija za destinacijski menadžment // Strategic Accounting as a Source of Information for the Destination Management (pp 343 – 429) in the Book of Blažević B, Peršić M. Ed.. «Turistička regionalizacija u globalnim procesima» // „Tourism Regionalization in the Global Processes“, Fakultet za menadžment u turizmu i ugostiteljstvu, Opatija, Sveučilišta u Rijeci // Faculty of Tourism and Hospitality Management, University of Rijeka, 2009
4. Peršić, M., Janković, S., Računovodstveni koncepti upravljanja troškovima // Accounting Concepts in the Process of Cost Management (pp 389-560), in the Book Peršić, M, Janković, S., „Menadžersko računovodstvo hotela“ // „Managerial Accounting in the Hotels“, HZFD Zagreb & Fakultet za turistički i hotelski menadžment, Opatija // Faculty of Tourism and Hospitality Management Opatija, University of Rijeka, 2006

11. Optional/additional literature (at the time of submission of the study programme proposal)

1. Atrill, P., McLaney E., Management Accounting for Decision Makers, Prentice Hall, Financial Times, Pearson Education, 2007. Selected chapters
2. Bebbington, J., Unerman, J., O'Dwyer B., Sustainability Accounting and Accountability, Routledge, Taylor & Francis Group, 2014. Selected chapters.
3. Jones R., Atkinson H., Lorenz, A., Harris, P., Strategic Management Accounting in the Hospitality, Tourism & Events Applications, Woodeaton, Oxford, OX3 9TJ, Course book, Goodfellow, VI Ed., 2012. Selected chapters.
4. Hoque, Z., Strategic Management Accounting – Concepts, Processes and Issues, 2nd Edition, Person, Prentice Hall, Pearson Education Australia, 2006. Selected chapters.
5. Bonacchi, M., & Perego, P. (2019). Customer Accounting: Creating Value with Customer Analytics. Springer.(selected chapters)
6. Adams, C. Understanding Integrated Reporting – The Concise Guide to Integrated Thinking and the Future of Corporate Reporting, DoShorts, Oxford, UK, 2015. Selected chapters.

12. Quality monitoring methods that ensure the acquisition of exit knowledge, skills and competences

The quality of the programme, teaching process, teaching skills and level of acquired course matter will be evaluated in writing, by means of extensive questionnaires and by employing other methods that are in accordance with the accepted standards and with the Book of regulations on the quality of the University of Rijeka, as well as the Book of regulations on the quality of the Faculty of tourism and hospitality management.