Subject card

<table>
<tr><td>Subject name and code</td><td colspan="7">Lean and Cost Management Strategies, PG_00177639</td></tr>
<tr><td>Field of study</td><td colspan="7">Finance and Accounting</td></tr>
<tr><td>Date of commencement of studies</td><td colspan="2">October 2025</td><td colspan="2">Academic year of realisation of subject</td><td colspan="3">2025/2026</td></tr>
<tr><td>Education level</td><td colspan="2">Master’s studies</td><td colspan="2">Subject group</td><td colspan="3">Obligatory subject group in the field of study
Optional subject group
Subject group related to scientific research in the field of study</td></tr>
<tr><td>Mode of study</td><td colspan="2">full-time studies</td><td colspan="2">Mode of delivery</td><td colspan="3">at the university</td></tr>
<tr><td>Year of study</td><td colspan="2">1</td><td colspan="2">Language of instruction</td><td colspan="3">English
English</td></tr>
<tr><td>Semester of study</td><td colspan="2">2</td><td colspan="2">ECTS credits</td><td colspan="3">6.0</td></tr>
<tr><td>Learning profile</td><td colspan="2">academic</td><td colspan="2">Assessment form</td><td colspan="3">credit</td></tr>
<tr><td>Conducting unit</td><td colspan="7">Department of Corporate Finance -> Faculty of Management -> Rector</td></tr>
<tr><td rowspan="2">Name and surname of lecturer (lecturers)</td><td colspan="2">Subject supervisor</td><td colspan="5">dr Krzysztof Krzywdziński</td></tr>
<tr><td colspan="2">Teachers</td><td colspan="5"></td></tr>
<tr><td rowspan="3">Lesson types</td><td>Lesson type</td><td>Lecture</td><td>Tutorial</td><td>Laboratory</td><td>Project</td><td>Seminar</td><td>SUM</td></tr>
<tr><td>Number of study hours</td><td>15.0</td><td>45.0</td><td>0.0</td><td>0.0</td><td>0.0</td><td>60</td></tr>
<tr><td colspan="7">E-learning hours included: 0.0</td></tr>
<tr><td rowspan="2">Learning activity and number of study hours</td><td>Learning activity</td><td colspan="2">Participation in didactic classes included in study plan</td><td colspan="2">Participation in consultation hours</td><td>Self-study</td><td>SUM</td></tr>
<tr><td>Number of study hours</td><td colspan="2">60</td><td colspan="2">4.0</td><td>86.0</td><td>150</td></tr>
<tr><td>Subject objectives</td><td colspan="7">The course aims to equip students with practical knowledge of lean management principles and modern cost accounting methods to improve business process efficiency and support managerial decision-making.</td></tr>
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Learning outcomes	<table><tr><th>Course outcome</th><th>Subject outcome</th><th>Method of verification</th></tr><tr><td>[FiRMU2_W06] The student possesses a comprehensive understanding of the objectives, essence, nature, and interrelationships of financial processes. They are knowledgeable about how these processes are recorded and the principles of rational decision-making, particularly in terms of strategic decisions and the implementation of changes in this area.</td><td>The student recognizes various types of economic data and the objectives of enterprises, can analyze them, and draw appropriate conclusions.</td><td>[SW4] test/exam - oral or written [SW2] presentation/project/paper/ report</td></tr><tr><td>[FiRMU2_U02] The student is able to propose or design suitable solutions, including innovative ones, to complex problems in finance and accounting.</td><td>The student understands the principles of managing business entities and can propose solutions in the field of finance and accounting that optimize management results.</td><td>[SU2] presentation/project/paper/ report [SU4] test/exam - oral or written</td></tr><tr><td>[FiRMU2_W03] The student possesses a comprehensive understanding of finance and accounting, particularly regarding the intricate internal and external relationships of institutions and organizations. This analysis emphasizes financial security systems within a global context.</td><td>The student identifies the principles of managing business entities and the role of finance and accounting in this management.</td><td>[SW4] test/exam - oral or written [SW2] presentation/project/paper/ report</td></tr></table>
Subject contents	1. Introduction to Lean Thinking lean - history, lean philosophy, lean principles. 2. Waste Identification and Measurement (MUDA) 7 types of waste (overproduction, inventory, transportation, errors, waiting, unnecessary processing, unnecessary movement). 3. KPIs, Lean metrics and operational indicators. 4. Lean Management Tools: * 5S (seiri selection; seiton organization; seiso cleanliness; seiketsu standardization; shitsuke self-discipline); * Kaizen - continuous improvement; * SMED Single Minute Exchange of Die - shortening changeover time; * Kanban - production and flow control; * Poka-Yoke - efficiency and error prevention; * VSM - value stream mapping. 5. Throughput accounting. 6. Fill costing and profit calculation. 7. Variable costing and contribution accounting. 8. Activity-based costing. 9. Target costing.
Prerequisites and co-requisites	Students should: 1. Have basic knowledge of management and economics: - knowledge of basic concepts of operational management, production management, - understanding of basic market and financial mechanisms that affect the costs of running a business. 2. Know the principles of management and financial accounting: - ability to interpret basic financial statements (profit and loss statement, balance sheet, cash flow statement, - basics of cost calculations (e. g. direct, indirect, variable, fixed costs).
Assessment methods and criteria	<table><tr><th>Subject passing criteria</th><th>Passing threshold</th><th>Percentage of the final grade</th></tr><tr><td>Tutorials - written test</td><td>51.0%</td><td>50.0%</td></tr><tr><td>Lectures - written test</td><td>51.0%</td><td>50.0%</td></tr></table>
Recommended reading	<table><tr><td>Basic literature</td><td>1. Nicholas S. Katko, The Lean CFO Architect of the Lean Management Accounting System, New York, 2023, DOI: https://doi.org/10.4324/9781003304098. 2. J. Stenzel, Lean Accounting: Best Practices for Sustainable Integration", Wiley, 2007. 3. Atkinson A.A., Kaplan R. S., Matsumura E. M., Young S. M., Management Accounting Information for Decision-Making and Strategy Exection, 6 th Edition, Pearson, 2012. 4. Mowen M.M., Hansen D. R., Cornerstones of Cost Management, South-Western Cengage Learning, 2013.</td></tr><tr><td>Supplementary literature</td><td>1. J. P. Womack, D.T. Jones, Lean Thinking: Banish Waste and Create Wealth in Your Corporation", Free Press, 2003.</td></tr></table>

	eResources addresses	
Example issues/ example questions/ tasks being completed		
Work placement	Not applicable	

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