

Subject card

Subject name and code	Budgeting, PG_00177716						
Field of study	Finance and Accounting						
Date of commencement of studies	October 2025		Academic year of realisation of subject		2026/2027		
Education level	Master's studies		Subject group		Obligatory subject group in the field of study Optional subject group Subject group related to scientific research in the field of study		
Mode of study	full-time studies		Mode of delivery		at the university		
Year of study	2		Language of instruction		Polish		
Semester of study	4		ECTS credits		6.0		
Learning profile	academic		Assessment form		exam		
Conducting unit	Department of Accounting -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Anna Kamińska-Stańczak				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	30.0	30.0	0.0	0.0	0.0	60
	E-learning hours included: 0.0						
Learning activity and number of study hours	Learning activity	Participation in didactic classes included in study plan		Participation in consultation hours		Self-study	SUM
	Number of study hours	60		4.0		86.0	150
Subject objectives	The aim of the course is to: - familiarize students with the theoretical aspects of budgeting, - prepare students for understanding of the idea of responsibility in accounting, - preparing students for proper settlement of budgets of major business units, - familiarize students with the principles, the methods and the stages of budgeting, - familiarize students with the methods and the types of assessing and interpreting budget variances, - prepare students for development of a budget reporting system.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[FiRMU2_U04] From a finance and accounting perspective, students are able to select and effectively use, adapt, or develop new methods and tools from the fields of management, quality sciences, and economics. They can analyze and forecast economic processes as well as evaluate economic phenomena.	Student przygotowuje plan dowolnego budżetu. Modeluje rozkład ośrodków odpowiedzialności w organizacji gospodarczej i przydziela właściwe im budżety za względu na obszar odpowiedzialności. Wybiera narzędzia budżetowe właściwe dla rozpatrywanego problemu decyzyjnego. Przedstawia przyjęte założenia i standardy budżetowe. Analizuje koszty pod względem ich elastyczności na zmianę wielkości produkcji lub sprzedaży.	[SU4] test/exam - oral or written
	[FiRMU2_U03] Students can gather data from carefully chosen sources to verify its accuracy. They can then use and present both financial and non-financial information to analyze and evaluate economic processes and phenomena in management and quality sciences, as well as in economics and finance.	The student applies basic principles of cost and revenue standardization and, on this basis, prepares fixed and flexible budgets. Consolidates partial budgets into a master budget. Prepares pro forma reports of the master budget. Compiles performance reports for various budgets, interprets variances, and proposes corrective actions.	[SU4] test/exam - oral or written
	[FiRMU2_U06] Students are equipped to apply their comprehensive knowledge of management, quality sciences, economics, and finance to address dilemmas and develop effective solutions— including innovative approaches— to complex or unusual problems encountered in the fields of finance and accounting.	The student understands and is able to apply the principles of reporting and variance analysis. Identifies the complexity of behavioral issues in budgeting. Explains the role of the financial controller and their relationships with budget holders.	[SU4] test/exam - oral or written
	[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.	The student describes the principles underlying both authoritarian and participative approaches to economic planning. Emphasizes the importance of consistency in implementing operational and strategic plans and in enforcing their outcomes. Selects appropriate budgeting methods for different types of budgets. Identifies the benefits and risks associated with managerial behavior within a budgeting system.	[SW4] test/exam - oral or written
	[FiRMU2_W05] The student possesses a comprehensive understanding of advanced and innovative methods, tools, and techniques for obtaining, utilizing, and analyzing data needed to assess the financial situation of various entities in management, quality sciences, economics, and finance.	The student identifies budgeting methodologies used in a business organization. Explains the importance of decentralization in organizational management. Highlights the complexity of issues involved in the planning process. Identifies the diversity of planning sources and the challenges associated with obtaining valuable information for planning purposes.	[SW4] test/exam - oral or written
	[FiRMU2_U12] The student can use technologies and IT systems (including advanced ones) to support their professional work in finance and accounting.	The student uses new technologies to prepare budgets and monitor their compliance with the plan.	[SU4] test/exam - oral or written

Subject contents	1. Definition of budgeting 2. Budgeting cycle 3. Responsibility accounting 4. Types of budgets 5. Methods of budgeting 6. Budgetary system organisation 7. Behavioural aspects of budgeting 8. Budgetary reporting and updating 9. Limitations of and new developments in budgeting 10. Objectives of standard costing (SC) 11. Types of standards 12. Flexible budgets 13. Basic types of variance 14. Operating statements 15. Verifying and modifying standards and variances 16. Applying Standard Costing in practice		
Prerequisites and co-requisites	Knowledge of accounting principles and financial reporting standards, along with the ability to analyze data presented in financial statements. Familiarity with key financial analysis ratios. Understanding of cost identification, classification, and recording, as well as the principles of cost allocation over time, indirect cost allocation, and product cost calculation.		
Assessment methods and criteria	Subject passing criteria	Passing threshold	Percentage of the final grade
	Exam - consisting of three parts: Part A – a single-choice test consisting of 5 questions, correct answer (2 points), no answer (0 points), incorrect answer (0 points); Part B – problem-based tasks, consisting of 5 multiple-choice questions, 2 points each; Part C – a problem-based task with an advanced interpretation for 20 points. In total, 40 points can be obtained - assessment is adequate to the sum of the points obtained, in accordance with the University Regulations and Policies.	51.0%	100.0%
Recommended reading	Basic literature	1. Czubakowska K., Budżetowanie w controllingu, ODDK, Gdańsk 2004. 2. Karmańska A. (red.), Rachunkowość zarządcza i rachunek kosztów w systemie informacyjnym przedsiębiorstwa, DIFIN, Warszawa 2006. 3. Kujawski J., Koncepcja systemu budżetowania produkcji zleceńowej, Praca doktorska, UG, Sopot 2003. 4. Lew G., Maruszewska E. W., Szczypa P., Rachunkowość zarządcza od teorii do praktyki, CeDeWu, Warszawa 2023. 5. Nowak E. (red.), Budżetowania kosztów przedsiębiorstwa, ODDK, Gdańsk 2002. 6. Piosik A., Zasady rachunkowości zarządczej, PWN, Warszawa 2015. 7. Sojak S., Rachunkowość zarządcza, TNOiK, Toruń 2003. 8. Świdorska G.K. (red.), Rachunkowość zarządcza i rachunek kosztów, t. I i II, Difin, Warszawa 2002.	
	Supplementary literature	1. Łada M., Rachunkowość zarządcza, od kosztów do wartości, Wydawnictwo Rachunkowość, Warszawa 2016. 2. Nita B., Sprawozdawczość zarządcza, Wydawnictwo Naukowe PWN, Warszawa 2014. 3. Selected articles from "Controlling i rachunkowość zarządcza", INFOR. 4. Selected articles from "Prace i Materiały Wydziału Zarządzania UG".	
	eResources addresses		
	Example issues/ example questions/ tasks being completed	-	
Work placement	Not applicable		

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