

Subject card

Subject name and code	Lean and Cost Management Strategies, PG_00177639						
Field of study	Finance and Accounting						
Date of commencement of studies	October 2026	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	1	Language of instruction			English		
Semester of study	2	ECTS credits			6.0		
Learning profile	academic	Assessment form			credit		
Conducting unit	Department of Corporate Finance -> Faculty of Management -> Rector						
Name and surname of lecturer (lecturers)	Subject supervisor		dr Krzysztof Krzywdziński				
	Teachers						
Lesson types	Lesson type	Lecture	Tutorial	Laboratory	Project	Seminar	SUM
	Number of study hours	15.0	45.0	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 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.						

Learning outcomes	Course outcome	Subject outcome	Method of verification
	[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.	The student identifies the principles of managing business entities and the role of finance and accounting in this management.	[SW4] test/exam - oral or written [SW2] presentation/project/paper/report
	[FiRMU2_U02] The student is able to propose or design suitable solutions, including innovative ones, to complex problems in finance and accounting.	The student understands the principles of managing business entities and can propose solutions in the field of finance and accounting that optimize management results.	[SU2] presentation/project/paper/report [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 recognizes various types of economic data and the objectives of enterprises, can analyze them, and draw appropriate conclusions.	[SW4] test/exam - oral or written [SW2] presentation/project/paper/report
Subject contents	<ol style="list-style-type: none"> 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: <ul style="list-style-type: none"> * 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	<p>Students should:</p> <ol style="list-style-type: none"> 1. Have basic knowledge of management and economics: <ul style="list-style-type: none"> - 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: <ul style="list-style-type: none"> - 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	Subject passing criteria	Passing threshold	Percentage of the final grade
	Lectures - written test	51.0%	50.0%
	Tutorials - written test	51.0%	50.0%
Recommended reading	Basic literature	<ol style="list-style-type: none"> 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 Execution, 6 th Edition, Pearson, 2012. 4. Mowen M.M., Hansen D. R., Cornerstones of Cost Management, South-Western Cengage Learning, 2013. 	
	Supplementary literature	<ol style="list-style-type: none"> 1. J. P. Womack, D.T. Jones, Lean Thinking: Banish Waste and Create Wealth in Your Corporation", Free Press, 2003. 	

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

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