

# Management Accounting for Decision Making

Learning program



## Target audience



- CFOs, finance business partners, financial managers, financial analysts, management accountants.
- Non-financial managers across all functions and business units.

## Why PwC Academy?



- Systematic approach to training.
- Case studies and examples.
- Specially designed study materials.
- Useful practical tools and tips.

## Timing and delivery



8 academic hours

Sessions can be in-person or delivered virtually:

- 1 day (9.00 – 16.30)
- 2 webinars (9.00 – 12.15)

## Learning objectives:

- 1 Research and use data from a range of sources to make decisions.
- 2 Make decisions based on facts, common sense and previous experience.
- 3 Explain the reasoning behind decisions made.
- 4 Assess and lead decisions in high-risk situations.
- 5 Understand who are the key stakeholders and their behavioral traits.



## Topics to be covered:

<b>Decision making process</b>	<ul style="list-style-type: none"><li>• Decision criteria: profit-based versus value-based.</li><li>• Data collection for decision making purposes.</li></ul>
<b>Cost concepts used for decision making</b>	<ul style="list-style-type: none"><li>• Fixed and variable costs.</li><li>• Relevant and non-relevant costs.</li><li>• Avoidable and unavoidable costs.</li><li>• Opportunity costs.</li><li>• Calculation of relevant costs: materials, labour, equipment.</li></ul>
<b>The main types of decisions made by organisations</b>	<ul style="list-style-type: none"><li>• Minimum pricing (maximum discount) decisions.</li><li>• Accept or reject an order decisions.</li><li>• Shutdown decisions: deleting a segment or temporary closure.</li><li>• Limiting factor decisions.</li><li>• Make or buy (outsource) decisions.</li><li>• Joint products and further processing decisions.</li></ul>
<b>Dealing with risk and uncertainty in decision making</b>	<ul style="list-style-type: none"><li>• Expected values.</li><li>• Standard deviations.</li><li>• Decision trees.</li><li>• Real options.</li><li>• Maximax, maximin and minimax regret rules.</li></ul>
<b>Heuristic decision making</b>	<ul style="list-style-type: none"><li>• Cognitive errors.</li><li>• Emotional biases.</li></ul>

## Contact



**Svitlana Zasukhina**  
**MBA, CFA, ACMA/CGMA, CIA**  
Senior Manager  
*PwC Academy*



+48 519 062 937



svetlana.z.zasukhina@pwc.com



Flexible deployment  
depending on the unique  
business needs of  
an organization.



© 2017-2022 PwC. All rights reserved. Name "PwC" included in this document refers to Polish entities being part of PricewaterhouseCoopers International Limited network, consisting of firms and entities, each of which is a separate and independent legal entity. This publication has been prepared for general information purposes and does not constitute professional advice. You should not act on the information in this publication without obtaining specific professional advice. There are no (express or implied) representations or guarantees related to this publication, including the accuracy or completeness of the information contained herein. To the extent permitted by law, in relation to this study, we do not assume and do not accept any liability to anyone, including for the consequences of actions taken or omitted on its basis. At PwC, our purpose is to build trust in society and solve important problems. PwC is a network of firms in 156 countries with more than 295,000 people who are committed to delivering quality in assurance, advisory as well as tax and legal services. Find out more and tell us what matters to you by visiting us at [www.pwc.pl](http://www.pwc.pl).