



# Decision-Making Under

Variable Costs

» Modality: online

» Duration: 6 weeks

» Certificate: TECH Global University

» Credits: 6 ECTS

» Schedule: at your own pace

» Exams: online

» Target Group: Graduates who want to delve deeper and update their knowledge in accounting with the latest approved regulations and with an international and complex vision of accounting statements

Website: www.techtitute.com/us/school-of-business/postgraduate-certificate/decision-making-under-variable-costs

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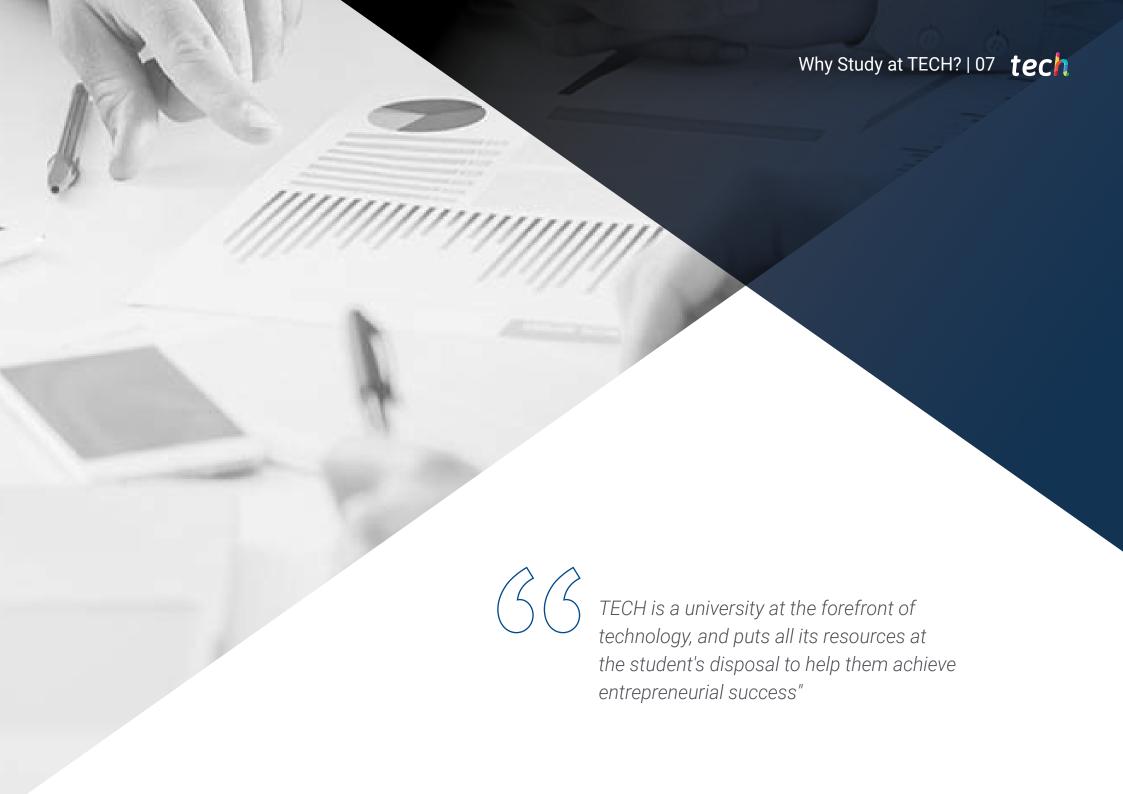
# 01 **Welcome**

Decision-making requires extensive knowledge and even more so in the variable cost sector in the business environment. Therefore, this program offers a very complete education on management accounting for decision making, in such a way that the different techniques and procedures used for the generation, classification and selection of relevant internal information of a company are studied. In this way, this information will be the basis for strategic decision-making, planning and control of the company in the short and long term.









### tech 08 | Why Study at TECH?

#### At TECH Global University



#### **Innovation**

The university offers an online learning model that combines the latest educational technology with the most rigorous teaching methods. A unique method with the highest international recognition that will provide students with the keys to develop in a rapidly-evolving world, where innovation must be every entrepreneur's focus.

"Microsoft Europe Success Story", for integrating the innovative, interactive multi-video system.



#### The Highest Standards

Admissions criteria at TECH are not economic. Students don't need to make a large investment to study at this university. However, in order to obtain a qualification from TECH, the student's intelligence and ability will be tested to their limits. The institution's academic standards are exceptionally high...

95%

of TECH students successfully complete their studies



#### Networking

Professionals from countries all over the world attend TECH, allowing students to establish a large network of contacts that may prove useful to them in the future.

100,000+

200+

executives trained each year

different nationalities



#### **Empowerment**

Students will grow hand in hand with the best companies and highly regarded and influential professionals. TECH has developed strategic partnerships and a valuable network of contacts with major economic players in 7 continents.

500+

collaborative agreements with leading companies



#### **Talent**

This program is a unique initiative to allow students to showcase their talent in the business world. An opportunity that will allow them to voice their concerns and share their business vision.

After completing this program, TECH helps students show the world their talent.



#### **Multicultural Context**

While studying at TECH, students will enjoy a unique experience. Study in a multicultural context. In a program with a global vision, through which students can learn about the operating methods in different parts of the world, and gather the latest information that best adapts to their business idea.

TECH students represent more than 200 different nationalities.



#### Learn with the best

In the classroom, TECH's teaching staff discuss how they have achieved success in their companies, working in a real, lively, and dynamic context. Teachers who are fully committed to offering a quality specialization that will allow students to advance in their career and stand out in the business world.

Teachers representing 20 different nationalities.



At TECH, you will have access to the most rigorous and up-to-date case studies in the academic community"

#### Why Study at TECH? | 09 tech

TECH strives for excellence and, to this end, boasts a series of characteristics that make this university unique:



#### **Analysis**

TECH explores the student's critical side, their ability to question things, their problem-solving skills, as well as their interpersonal skills.



#### **Academic Excellence**

TECH offers students the best online learning methodology. The university combines the Relearning method (a postgraduate learning methodology with the highest international rating) with the Case Study. A complex balance between tradition and state-of-the-art, within the context of the most demanding academic itinerary.



#### **Economy of Scale**

TECH is the world's largest online university. It currently boasts a portfolio of more than 10,000 university postgraduate programs. And in today's new economy, **volume + technology = a ground-breaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.





#### tech 12 | Why Our Program?

This program will provide students with a multitude of professional and personal advantages, particularly the following:



#### A significant career boost

By studying at TECH, students will be able to take control of their future and develop their full potential. By completing this program, students will acquire the skills required to make a positive change in their career in a short period of time.

70% of participants achieve positive career development in less than 2 years.



## Develop a strategic and global vision of companies

TECH offers an in-depth overview of general management to understand how each decision affects each of the company's different functional areas.

Our global vision of companies will improve your strategic vision.



#### Consolidate the student's senior management skills

Studying at TECH means opening the doors to a wide range of professional opportunities for students to position themselves as senior executives, with a broad vision of the international environment.

You will work on more than 100 real senior management cases.



#### Take on new responsibilities

The program will cover the latest trends, advances and strategies, so that students can carry out their professional work in a changing environment.

45% of graduates are promoted internally.



#### Access to a powerful network of contacts

TECH connects its students to maximize opportunities. Students with the same concerns and desire to grow. Therefore, partnerships, customers or suppliers can be shared.

You will find a network of contacts that will be instrumental for professional development.



#### Thoroughly develop business projects

Students will acquire a deep strategic vision that will help them develop their own project, taking into account the different areas in companies.

20% of our students develop their own business idea.



#### Improve soft skills and management skills

TECH helps students apply and develop the knowledge they have acquired, while improving their interpersonal skills in order to become leaders who make a difference.

Improve your communication and leadership skills and enhance your career.



#### Be part of an exclusive community

Students will be part of a community of elite executives, large companies, renowned institutions, and qualified professors from the most prestigious universities in the world: the TECH Global University community.

We give you the opportunity to train with a team of world renowned teachers.





### tech 16 | Objectives

TECH makes the goals of their students their own goals too. Working together to achieve them.

The Postgraduate Certificate in Decision-Making under Variable Costs will qualifies students to:



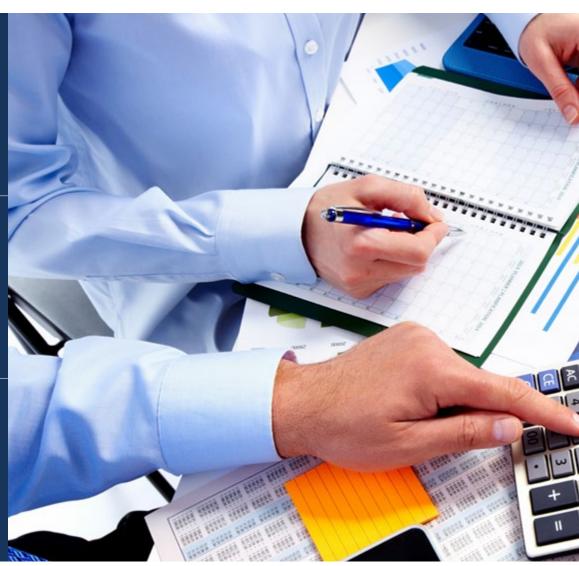
Understand and interpret the economic-financial information published by the companies



Assess external accounting information to identify relevant information



Assess analytical accounting information of an industrial, commercial and/or service company







Understanding the production structure of a company



Understand and use accounting tools to calculate both the costs and the results of a company



Adequately understand what an industrial company is and what its production process is like



Be able to make decisions and plan



Solve practical cases in analytical and management accounting



Analyzing and synthesizing problem solving







Have the ability to organize, plan, execute and manage Human Resources

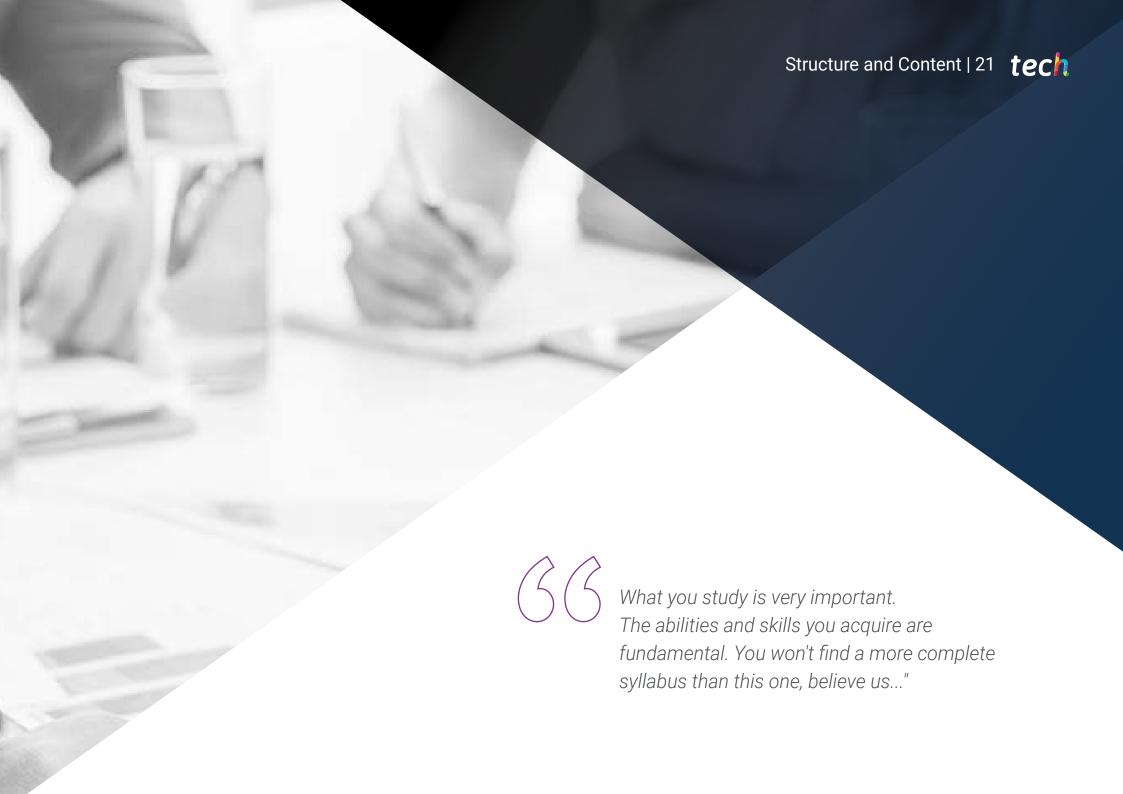


Have the ability to implement financial planning, analytical accounting, budgetary control and management control systems



Have knowledge and know how to apply the different cost allocation systems to the different departments or activities





#### tech 22 | Structure and Content

#### **Syllabus**

The Postgraduate Certificate in Decision-Making Under Variable Costs of TECH Global University is an intensive program that prepares the professional to face challenges and business decisions at the accounting level, both nationally and internationally. Its main objective is to promote your personal and professional growth, helping you to achieve career success.

If you want to improve yourself, make a positive change professionally and network with the best, this is the place for you.

The content of the Postgraduate Certificate in Decision-Making Under Variable Costs is designed to promote the development of managerial competencies that allow for more rigorous decision making in uncertain environments.

Throughout 180 hours of education, the student will analyze a multitude of practical cases through individual practice and teamwork. It is, therefore, an authentic immersion in real business situations.

This Postgraduate Certificate focuses on all areas of the company and is designed to prepare managers who understand accounting management from a strategic, international and innovative perspective.

A plan designed for students, focused on their professional improvement and that prepares them to achieve excellence in the field of business management and administration. A program that understands your needs and those of your company through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide you with the competencies to solve critical situations in a creative and efficient way.

This Postgraduate Certificate is developed over 6 weeks and is divided into 1 module:

Module 1

Management Accounting in Decision-Making



#### Where, When and How is it Taught?

TECH offers the possibility of developing this Postgraduate Certificate in Decision-Making Under Variable Costs completely online. Over the course of 6 weeks, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

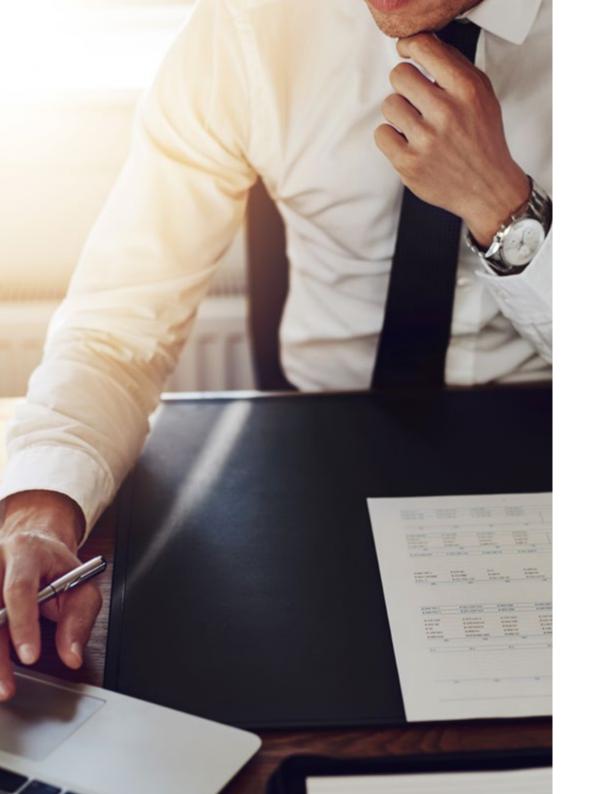
A unique, key, and decisive educational experience to boost your professional development and make the definitive leap.

### tech 24 | Structure and Content

Module 1. Management Accounting in Decision-Making							
	Conceptual Foundations  Analytical Accounting: Concept, Evolution and Field of Study  Analytical Accounting: Objectives and Users Relations and Differences between Cost Accounting and Financial Accounting	1.2.1. 1.2.2. 1.2.3.	Cost: Basic Concepts The Concept of Cost and Its Constituent Elements Relativity of Cost Figures Accounting Itinerary of Costs: The Cost-Assets-Profitability Connection The Concept of Expense and its Relation to the Cost	1.3.2. 1.3.3.	Basic Cost Accumulation Models and Results Cost Accounting Flow: Component Identification, Accrual, Classification and Location Activity Analysis as the Basis for Generating Costs Cost-Activity-Production Connection The Problem of Indirect Costs Structure of the Basic Accrual Model: Analysis by Functions		Concept and Objectives of the Classification of Costs by Functions 1.3.5.1. Main Functions that Comprise the Company's Operations and Criteria to Define and Allocate Costs 1.3.5.2. Cost Allocation at Full Industrial Cost Functional Income Statement: Concept and Structure
<b>1.4.</b> 1.4.1. 1.4.2.	Warehouse Valuation Inventories Valuation Methods		Ongoing and Lost Production Valuation of Work-in-Process Stocks Valuation of Opening Stocks of Work in Progress Valuation of Lost Production	1.6. 1.6.1. 1.6.2. 1.6.3. 1.6.4. 1.6.5.	Multiphase Production System Introduction Semi-Finished Products Multiphase Production Models Multiphase Serial Production Parallel Multiphase Production	<b>1.7.</b> 1.7.1. 1.7.2. 1.7.3.	Variable Cost Model Conceptual Foundations Cost Accruals and Income Statement Structure Contribution Margin as Profitability Analysis and Decision-Making Tool
1.7.5.	Cost Localization and Analysis by Plant within the Variable Cost Model Framework Direct Costing and Cost-Volume-Profit Analysis: Basic Model for Cost-Volume-Profit Analysis Determining the Breakeven Point Variable Cost Model Limitations	1.8.2.	Decision Making under Variable Costs  Activity and Capacity, Basic Concepts in Management Analyze and Control Cost Behavior and Variations in Activity Levels: Fixed and Variable Costs Applying Direct Costing to Pricing and Product Decisions		Installed Capacity Utilization as a Conditioning Framework for Business Decisions: Decision Criteria in Low Occupancy and Full Occupancy Situations Decisions on Manufacturing, Outsourcing or Purchasing		Decisions on Whether to Continue Processing the Product or Sell it at a Lower Level of Processing Decisions on Acceptance or Rejection of Special Orders
	Standard Cost Model Deviations 1.9.1.1. Direct Cost Variances 1.9.1.2. Indirect Cost Variances	1.10.1	Cost Model based on Rational Allocation  Installed Capacity Utilization as an Efficiency Factor: Capacity Utilization and Idle Capacity: Impact on Costs Under-Activity Costs		. Rational Allocation Method for Cost Allocation 1.10.3.1. Conceptual Foundations 1.10.3.2. Cost Allocation 1.10.3.3. Income Statement Structure . Analysis and Management Control Method Contributions		



A unique, key, and decisive educational experience to the educational experience to boost your professional development and make the definitive leap"





This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning.** 

This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.





#### tech 28 | Methodology

## TECH Business School uses the Case Study to contextualize all content

Our program offers a revolutionary approach to developing skills and knowledge. Our goal is to strengthen skills in a changing, competitive, and highly demanding environment.





This program prepares you to face business challenges in uncertain environments and achieve business success.



Our program prepares you to face new challenges in uncertain environments and achieve success in your career.

#### A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch to present executives with challenges and business decisions at the highest level, whether at the national or international level. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and business reality is taken into account.



You will learn, through collaborative activities and real cases, how to solve complex situations in real business environments"

The case method has been the most widely used learning system among the world's leading business schools for as long as they have existed. The case method was developed in 1912 so that law students would not only learn the law based on theoretical content. It consisted of presenting students with real-life, complex situations for them to make informed decisions and value judgments on how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

What should a professional do in a given situation? This is the question we face in the case method, an action-oriented learning method. Throughout the program, the studies will be presented with multiple real cases. They must integrate all their knowledge, research, argue and defend their ideas and decisions.

#### tech 30 | Methodology

#### Relearning Methodology

TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines different teaching elements in each lesson.

We enhance the Case Study with the best 100% online teaching method: Relearning.

Our online system will allow you to organize your time and learning pace, adapting it to your schedule. You will be able to access the contents from any device with an internet connection.

At TECH you will learn using a cutting-edge methodology designed to train the executives of the future. This method, at the forefront of international teaching, is called Relearning.

Our online business school is the only one in the world licensed to incorporate this successful method. In 2019, we managed to improve our students' overall satisfaction levels (teaching quality, quality of materials, course structure, objectives...) based on the best online university indicators.



#### Methodology | 31 tech

In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically. With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.

From the latest scientific evidence in the field of neuroscience, not only do we know how to organize information, ideas, images and memories, but we know that the place and context where we have learned something is fundamental for us to be able to remember it and store it in the hippocampus, to retain it in our long-term memory.

In this way, and in what is called neurocognitive context-dependent e-learning, the different elements in our program are connected to the context where the individual carries out their professional activity.

This program offers the best educational material, prepared with professionals in mind:



#### **Study Material**

All teaching material is produced by the specialists who teach the course, specifically for the course, so that the teaching content is highly specific and precise.

These contents are then applied to the audiovisual format, to create the TECH online working method. All this, with the latest techniques that offer high quality pieces in each and every one of the materials that are made available to the student.



#### **Classes**

There is scientific evidence suggesting that observing third-party experts can be useful.

Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.



#### **Management Skills Exercises**

They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.



#### **Additional Reading**

Recent articles, consensus documents and international guidelines, among others. In TECH's virtual library, students will have access to everything they need to complete their course.





Students will complete a selection of the best case studies chosen specifically for this program. Cases that are presented, analyzed, and supervised by the best senior management specialists in the world.



#### **Interactive Summaries**

The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.



This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".

#### **Testing & Retesting**

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We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals.

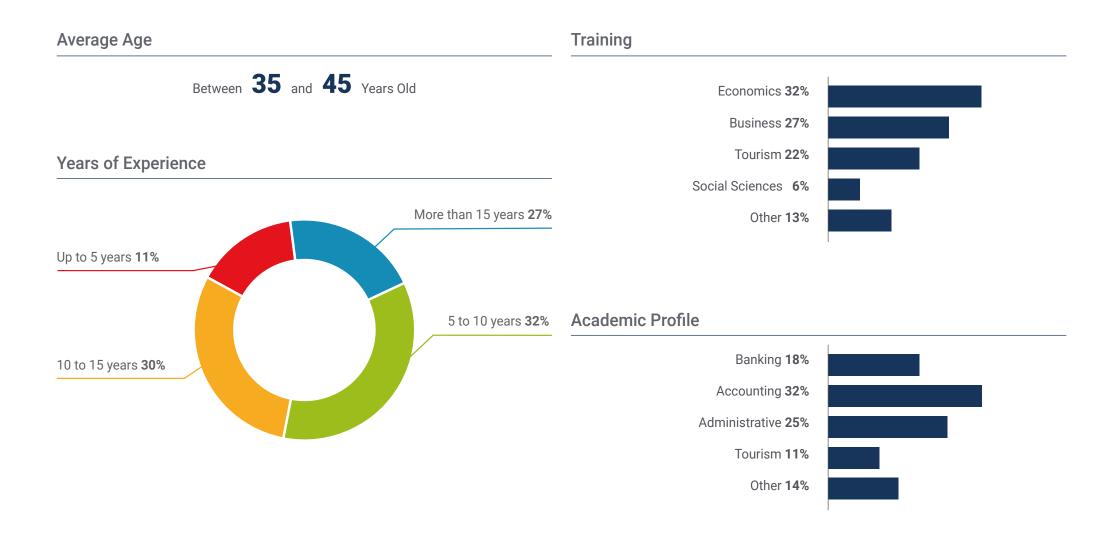


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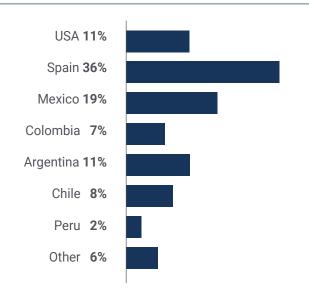




#### tech 36 | Our Students' Profiles



### **Geographical Distribution**



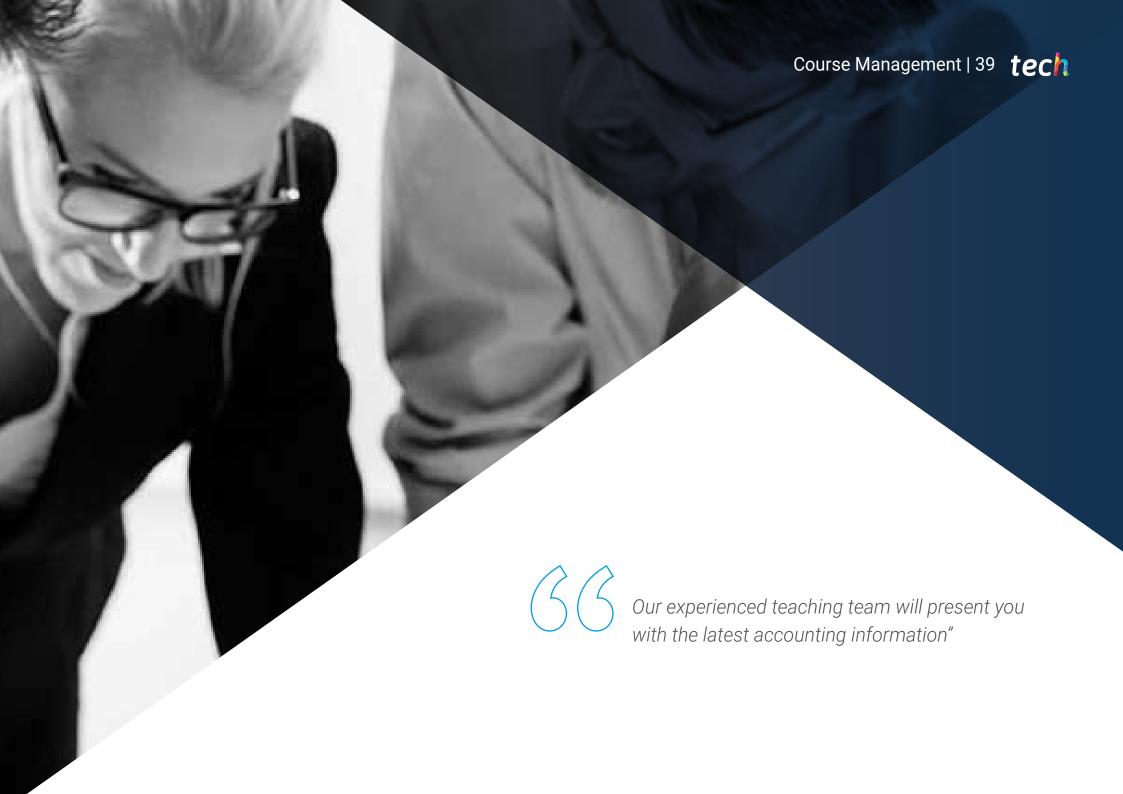


# **Javier González**

### **Accounting Manager**

"The Decision-Making Under Variable Costs program has offered me everything I was looking for: a very complete educational program, a teaching staff with extensive knowledge in the field and a 100% online modality that allows me to balance my studies with my work. Without a doubt, I could not have chosen a better university"





# tech 40 | Course Management

### Management



### Dr. Pérez Estébanez, Raquel

- PhD in Economics and Business Administration
- Associate Professor at the Complutense University of Madrid
- Author of several publications

### **Professors**

### Ms. Bolinaga, Sara

- Practicing attorney, admitted to the School of Lawyers of Madrid.
- Double degree in Law and Business Administration, Complutense University of Madrid (UCM)
- Master's Degree in Financial Economic Management from the Distance University of Madrid (UDIMA)
- Auditing and Accounting Technician. Present

### Mr. Martínez Laguna, Luis

- Professor-Collaborator, Economic and Business Sciences, CEU-San Pablo
- Degree in Economics and Business Administration
- Doctoral Studies: Accounting and Auditing
- Specialized in Commercial Research

#### Dr. Martínez Silva, Alberto

- Director of Management Control Telefónica Spain
- Wholesale Business Manager Telefónica International
- Doctor in Economics and Business Administration Complutense University of Madrid
- Degree in Economics and Business Administration Complutense University of Madrid
- Postgraduate in Management Development. Navarra University
- Professor of the Department of Financial Economics and Accounting. Complutense University of Madrid
- Professor of the Department of Financial Economics and Accounting. San Pablo University

#### Dr. López Domínguez, Ignacio

- Dr. in Economics and Business Administration, Autonomous University of Madrid
- Professor, Complutense University of Madrid (Financial Management and Accounting Department)
- Academic Coordinator of the subject Fundamentals of Financial Management of the Company
- Member of the advisory board of several academic and scientific journals
- Regular contributor to different media and frequent lecturer on financial topics.
- Author of numerous publications in his specialty

### Mr. Campuzano Vallés, Manuel

- External collaborator in the consulting and educational field of I.E.C.E., as well as other educational companies
- Degree in Economics and Business Administration. Autonomous University of Madrid
- Chartered Accountant and member of the ROAC, after having passed the qualification examination
- Certificate of Pedagogical Aptitude (CPA) Institute of Education Sciences of the Complutense University of Madrid
- Advisor to companies in the financial field
- Lecturer in the financial field of the MBA, Master's Degree in Financial Management, Postgraduate Course in Business Management and Master's Degree in Accounting and Management Control EAE (School of Business Administration)
- Associate Professor of Analytical Accounting and Financial Accounting at the Complutense University of Madrid

# tech 42 | Course Management

### Ms. Vico Román, Noelia

- Associate Professor, San Pablo University CEU. Department of Business Economics
- Bachelor's degree in Business Administration, specializing in Accounting and Auditing. Rey Juan Carlos University (Madrid)
- Diploma in Business Administration, specializing in Accounting and Financial Analysis.
   (URJC-Madrid)
- Master's Degree in High School Teacher Training (Economics and Business Administration). Complutense University of Madrid
- Emotional Intelligence in the Different Educational Stages (Magister -ANFAP -CSIF-130 hours)
- Technical Specialist in Administration (IFP Isaac Peral-Torrejón de Ardoz)

### Mr. López Gómez, Miguel Ángel

- Degree in Economics and Business Administration, University of Alicante
- Doctorate Courses in Economics from Carlos III University of Madrid
- Doctorate courses in Business Management from the Autonomous University of Madrid
- Financial consultant for Banco Santander, Intermoney, Citigroup, Techrules and SIAG
- Training courses for Banco de Sabadell, Caja de Ahorros del Mediterráneo, Banco Cooperativo, Banco Pastor, etc.
- From 2009 to 2013, he was deputy director of the Residence Hall Antonio Machado, Carlos III University of Madrid

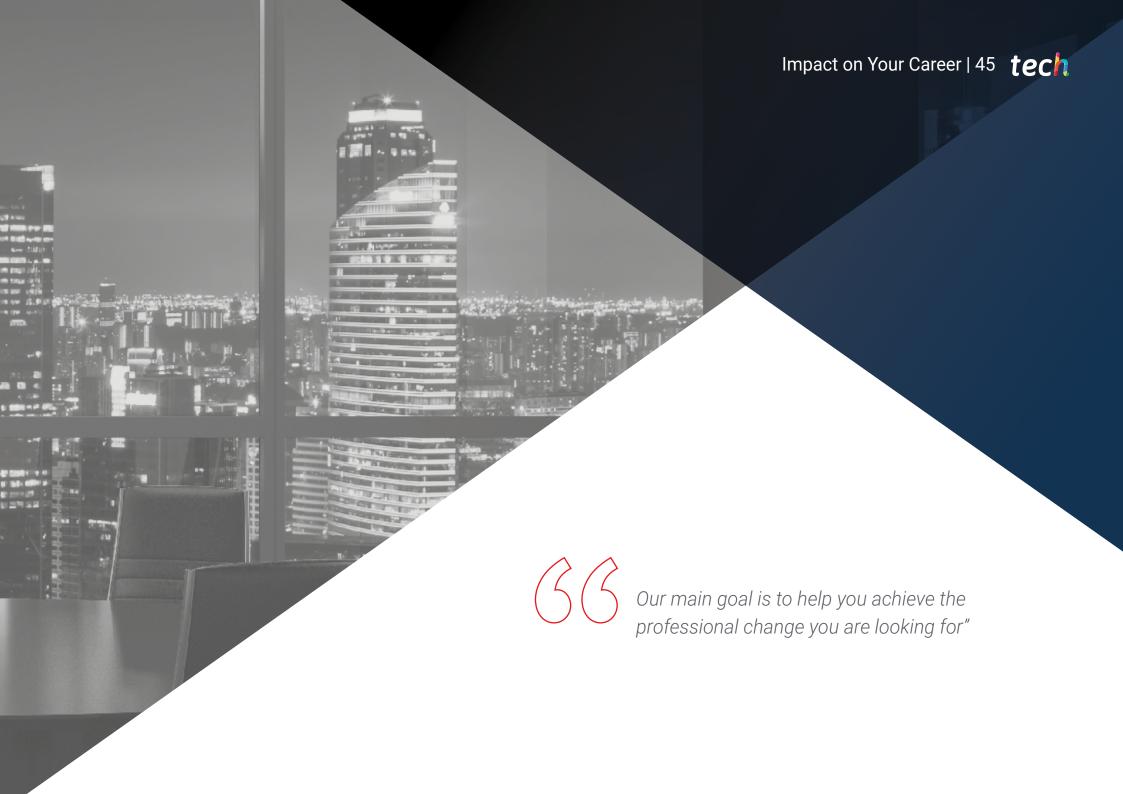






We have highly qualified teachers and the most complete syllabus on the market, which allows us to offer you education of the highest academic level"





# Are you ready to take the leap? Excellent professional development awaits you

TECH's Postgraduate Certificate in Decision-Making Under Variable Costs is an intensive program that prepares the professional to face the challenges and business decisions at the accounting level, both nationally and internationally. The main objective is to promote personal and professional growth. Helping to achieve success.

If you want to improve yourself, make a positive change professionally and network with the best, this is the place for you.

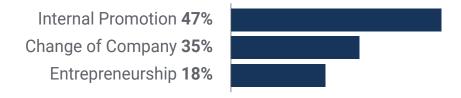
Get up to date in accounting management and achieve the professional improvement you seek.

The higher specialization offered by TECH is an indispensable option to improve your education.

### When the change occurs



### Type of change



### Salary increase

This program represents a salary increase of more than 25.22% for our students

\$57,900

A salary increase of

25.22%

\$75,500





# tech 50 | Benefits for Your Company

Developing and retaining talent in companies is the best long-term investment.



### **Intellectual Capital and Talent Growth**

You will introduce the company to new concepts, strategies, and perspectives that can bring about significant changes in the organization.



# Retaining high-potential executives to avoid talent drain

This program strengthens the link between the company and the executive and opens new avenues for professional growth within the company.



### **Building agents of change**

You will be able to make decisions in times of uncertainty and crisis, helping the organization overcome obstacles.



### Increased international expansion possibilities

Thanks to this program, the company will come into contact with the main markets in the world economy.







### **Project Development**

You will be able to work on a current project or develop new projects in the field of R&D or Business Development within the company.



### Increased competitiveness

This program will equip students with the skills to take on new challenges and drive the organization forward.





## tech 54 | Certificate

This program will allow you to obtain your **Postgraduate Certificate in Fundamentals and Techniques in Flavor Creation** endorsed by **TECH Global University**, the world's largest online university.

**TECH Global University** is an official European University publicly recognized by the Government of Andorra (*official bulletin*). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

This **TECH Global University** title is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: Postgraduate Certificate in Fundamentals and Techniques in Flavor Creation

Modality: online

Duration: 6 weeks

Accreditation: 6 ECTS



Mr./Ms. \_\_\_\_\_, with identification document \_\_\_\_\_ has successfully passed and obtained the title of:

### Postgraduate Certificate in Fundamentals and Techniques in Flavor Creation

This is a program of 180 hours of duration equivalent to 6 ECTS, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

TECH Global University is a university officially recognized by the Government of Andorra on the 31st of January of 2024, which belongs to the European Higher Education Area (EHEA).

In Andorra la Vella, on the 28th of February of 2024



<sup>\*</sup>Apostille Convention. In the event that the student wishes to have their paper certificate issued with an apostille, TECH Global University will make the necessary arrangements to obtain it, at an additional cost.



# Postgraduate Certificate Decision-Making Under Variable Costs

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