

UNIVERSITY OF NATIONAL AND WORLD ECONOMY

Michael Musov

Study Guide to accompany

**MANAGEMENT ACCOUNTING:  
Integrating Basic Concepts and Meaning**

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**MANAGEMENT ACCOUNTING:**  
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Michael Zh. Musov, Ph.D.

*Associate Professor*

*University of National and World Economy*

На двете ми баби, от които продължавам да уча най-важните уроци, и на двамата ми дядовци, които макар отдавна да не са сред нас, продължават да ме вдъхновяват.

Без вас никога нямаше да бъда такъв, какъвто съм днес.  
Благодаря ви от сърце!

# About the Author

Michael Musov is an Associate Professor of Accounting at the University of National and World Economy (UNWE) – Sofia. In 2010 he earned a PhD in management accounting from the “Accounting and Analysis” department at the same university.

Musov teaches principles of accounting and management accounting in the BSc and MSc programs at the UNWE. He also teaches advanced management accounting in the Joint MSc Program between the UNWE and the Nottingham Trent University, UK. Since 2015 Musov is the coordinator of the Partner-in-Learning agreement signed between the UNWE and the Institute of Chartered Accountants in England and Wales (ICAEW), UK. Since 2016 he is a Scientific Secretary of the “Accounting and Analysis” department at the UNWE.

Musov’s research has been published by many leading journals in Bulgaria and also appeared in conference proceedings of selected papers published abroad (USA included). For his research on management accounting and accounting education in 2015 and in 2017 Musov was listed on SSRN's Top Ten download lists for all papers first announced in the Social Science Research Network (SSRN) in the last 60 days. At the beginning of 2018 he was included in the top 10% of Authors on SSRN by total new downloads.

In advancing the practice of management accounting Musov has developed and/or financially managed more than 100 investment projects totaling more than EUR 100M. Many of the projects have given him the first-prize edge.

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# Preface to Students

The purpose of this study guide is to help students understand management accounting. To understand management accounting is one of the best investments a student can make. This is because management accounting concepts and methods are used in any organization – small and big, private and public, for-profit and nonprofit, etc. – relate to all activities of an organization and are relevant to all managers.

This book includes 10 chapters. In each chapter the reader can find:

- A section of 10 problems with a number of requirements illustrating the application of the management accounting concepts and methods. All problems are different from each other and are, in principle, sorted in increasing order of difficulty. In addition, there are always problems that require not only computations or the preparation of reports/budgets/schedules, but narrative explanations of and/or comments upon the most crucial issues. The importance of these “narrative” requirements cannot be overestimated.
- A section of detailed, step-by-step solutions to all 10 problems.

The problems in this study guide are in line with the framework established by some of the leading books in management accounting around the globe. These include, but are not limited to, (in alphabetical order) the U.K. editions by Drury (2008, 2001) and the U.S. editions by Blocher, Stout, Cokins & Chen (2008); Datar & Rajan (2018); Deakin & Maher (1987); Garrison, Noreen & Brewer (2018); Horngren & Sundem (1990); Lanen, Anderson & Maher (2011), among others. Furthermore, the problems are harder than or of equal difficulty to the cases used by some of the world-leading professional accountancy bodies in their management accounting examinations. However, I believe that in comparison to the extant literature, users will find this guide shorter, clearer, and easier to understand.

This study guide is to accompany the text in *Management Accounting: Integrating Basic Concepts and Meaning* but it can be used also without this textbook. However, readers who use the study guide and the textbook together have a very strong self-study tool to understand the logic and practical relevance of management accounting.

Readers should keep in mind that just reading the problems and the solutions will not be enough to master the concepts and methods under consideration. They should be studied with a pencil in hand. Only by solving the cases or by carefully following the solutions, you might be sure that you understand management accounting. And finally, to paraphrase Dostoevsky, I completely agree that this last paragraph is needless, “but since it has already been written, let it stand”.

M. Musov