Business Controlling in an International Context  
(CON5041)  

Syllabus  

Summer Term 2020  

Time:  
Thursday, 11:30 – 13:00 and 13:45 – 15:15  

Start: March 19, 2020  

Course Language: English  
ECTS Credits: 5  
Level: Expert Level  
Contact hours: 60 (45 minutes each)  
Workload: 180 hours  
Target Group: 2. Semester  
Assessment: written examination (90 minutes)  
Frequency: Once per year  
Teaching methods: Interactive lecture, exercises, case studies  
Pedagogical Approach: Interactive approach  
Prerequisites: Corporate Finance and Financial analysis  
Accessibility: Course is compulsory for 2nd semester MBA-IM students and open to international guest students on MBA-level  

Reason for higher workload: Students have to work through readings and prepare exercises, extensive class preparation  

Learning Objectives:  

This course is designed to introduce students to advanced managerial accounting and controlling techniques. The focus is on (internal) accounting and controlling in multinational enterprises.  
By the end of the course, students should be able to  
- Understand the concepts of accounting and controlling in a global business context  
- Apply basic managerial accounting concepts  
- Explain, operate and evaluate the usefulness of different controlling tools,  
- Apply major controlling instruments  
Participants are required to make an active contribution to case studies and to develop spreadsheets to be used by controllers.
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<tr>
<th>Goal</th>
<th>Learning Objectives</th>
<th>Course Contributions to Goal</th>
<th>Assessment</th>
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<tbody>
<tr>
<td>1 Responsible leadership in organizational contexts</td>
<td>1.1 Knowledge of leadership principles</td>
<td>Knowledge of Financial Management tools and their applications</td>
<td>Written Examination</td>
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<td>1.2 Application of leadership principles</td>
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<td>1.3 Critical reflection of leadership concepts</td>
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<td>2 Creative problem solving skills in a complex business environment</td>
<td>2.1 Ability to identify, differentiate and classify problems</td>
<td>Potential and limits of the instruments of accounting and controlling</td>
<td>Written Examination</td>
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<td>2.2 Ability to analyze problems (instrumental competence)</td>
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<td>2.3 Ability to find creative solutions (systemic competence)</td>
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<td>2.4 Ability to present problems (communicative competence)</td>
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<td>3 Research Skills</td>
<td>3.1 Methodological knowledge (extending knowledge)</td>
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<td>3.2 Competence in applying relevant state of the art research methods (instrumental competence)</td>
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<td>3.3 Ability to collect innovative results by using relevant research methods (systemic competence)</td>
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<td>4 Management of Innovation</td>
<td>4.1 Fundamental knowledge of operational innovation processes</td>
<td>Evaluation of Costs and Benefits of Innovation processes</td>
<td>Written Examination</td>
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<td>4.2 Ability to assess a company’s innovation potential</td>
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<td>4.3 Ability to develop complex technological strategies</td>
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<td>5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities</td>
<td>5.1 Fundamental knowledge of sustainability issues</td>
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<td>5.2 Ability to identify and analyze sustainability issues and its causes</td>
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<td>5.3 Development of sustainability strategies</td>
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Main course topics:

- The controller’s role in the organization
- Basic principles of cost accounting
- Direct costing
- Transfer prices
- Capital Budgeting
- Enterprise Planning

Basic outline and organization:

Lectures including group discussions, case studies, and exercises.

Grading:

The grading is based upon the performance in the 90 minutes written exam.

Course Materials:


Further Readings:

- Britzelmaier, B., Controlling, Pearson, Halbergmoos, 2nd ed., 2017 (German)
- Charifzadeh, M. / Taschner, A., Management Accounting and Control, Weinheim 2017
- Rappaport, A., Creating Shareholder Value, New York et al 1986
Availability of the lecturer and teaching philosophy:

Prof. Dr. Bernd Britzelmaier
Office: W2.4.06
Office hours: Monday, 19:00 – 20:30
Email: bernd.britzelmaier@hs-pforzheim.de

Preliminary agenda for CON5041 – Business Controlling in an International Context

| Basic Principles of cost accounting | • Management control / Controlling  
|                                       | • Basic definitions  
|                                       | • External versus internal accounting (financial versus management accounting)  
|                                       | • Basic principles of cost accounting (cost type accounting, cost centre accounting, product costing, profit accounting)  
| Direct costing | • Introduction  
|                | • Contribution margin  
|                | • Price floor  
|                | • Break-even-point  
|                | • Make or buy – decisions  
| Transfer prices | • Introduction  
|                | • Methods  
|                | • Guidelines  
|                | • Problems  
|                | • Converting Cost-centres into profit centre  
| Capital Budgeting / Investment Appraisal | • Basics and overview  
|                | • Non-discounting methods of investment appraisal  
|                | • Discounting methods of investment appraisal  
|                | • Consideration of taxes and price increases  
|                | • Investment decisions and uncertainty  
| Enterprise Planning | • Strategic Planning  
|                | • Budget  