

Business Controlling in an International Context (CON5041)

Syllabus

Summer Term 2021

Time:

Thursday, 12:00 – 15:15

Start: March 18, 2021

Course Language: English

ECTS Credits: 5

Level: Expert Level

Contact hours: 60 (45 minutes each)

Workload: 150 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.

Course contributions to the MBA program goals / learning outcomes

Goal	Learning Objectives	Course Contributions to Goal	Assessment
1 Responsible leadership in organizational contexts	1.1 Knowledge of leadership principles 1.2 Application of leadership principles 1.3 Critical reflection of leadership concepts	Knowledge of Financial Management tools and their applications	Written Examination
2 Creative problem solving skills in a complex business environment	2.1 Ability to identify, differentiate and classify problems 2.2 Ability to analyze problems (instrumental competence) 2.3 Ability to find creative solutions (systemic competence) 2.4 Ability to present problems (communicative competence)	Potential and limits of the instruments of accounting and controlling	Written Examination
3 Research Skills	3.1 Methodological knowledge (extending knowledge) 3.2 Competence in applying relevant state of the art research methods (instrumental competence) 3.3 Ability to collect innovative results by using relevant research methods (systemic competence)		
4 Management of Innovation	4.1 Fundamental knowledge of operational innovation processes 4.2 Ability to assess a company's innovation potential 4.3 Ability to develop complex technological strategies	Evaluation of Costs and Benefits of Innovation processes	Written Examination
5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities	5.1 Fundamental knowledge of sustainability issues 5.2 Ability to identify and analyze sustainability issues and its causes 5.3 Development of sustainability strategies		

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:

- Horngren, C.T. / Foster, G. / Datar, S.M., Cost Accounting, Prentice-Hall, Upper Saddle river, N.J. /USA (latest edition)

Further Readings:

- Britzelmaier, B., Controlling, Pearson, Halbergmoos, 2nd. ed., 2017 (German)
- Charifzadeh, M. / Taschner, A., Management Accounting and Control, Weinheim 2017
- Ehrbar, A., EVA, New York et al 1998
- Rappaport, A., Creating Shareholder Value, New York et al 1986
- Rappaport, A.: A Guide for Managers and Investors, Creating Shareholder Value Free Press, Rev Sub edition.
- Stewart, G. B.: The Quest for Value, Collins Business, New York.
- Kaplan, R.S; Norton, D.P.: The Balanced Scorecard, Harvard Business School Press, Boston.
- Kaplan, R.S; Norton, D.P.: The Strategy-focused Organization: How Balanced Scorecard Companies thrive in the new business environment., Harvard Business School Press, Boston.

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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Introduction• Contribution margin• Price floor• Break-even-point• Make or buy – decisions
Transfer prices	<ul style="list-style-type: none">• Introduction• Methods• Guidelines• Problems• Converting Cost-centres into profit centre
Capital Budgeting / Investment Appraisal	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• Strategic Planning• Budget