

Syllabus  
**CON5041 Business Controlling in an International Context**  
Prof. Dr. Bernd Britzelmaier  
Summer Semester 2024

<b>Level</b>	Master
<b>Credits</b>	5
<b>Student Contact Hours</b>	60 (45 minutes each)
<b>Workload</b>	150 hours
<b>Prerequisites</b>	Corporate Finance and Financial analysis
<b>Time</b>	Thursday, 11:30 – 15:15
<b>Room</b>	See LSF
<b>Start Date</b>	March 21, 2024
<b>Lecturer(s)</b>	<b>Prof. Dr. Bernd Britzelmaier</b>
	<b>Office: W2.4.06</b>
	<b>Virtual Office</b>
	<b>Office Hours: Thursday, 15:30 - 17:00 by prior appointment</b>
	<b>Phone</b>
	<b>Email: bernd.britzelmaier@hs-pforzheim.de</b>

## Outline of the Course

<b>Basic Principles of cost accounting</b>	<ul style="list-style-type: none"><li>• Management control / Controlling</li><li>• Basic definitions</li><li>• External versus internal accounting (financial versus management accounting)</li><li>• Basic principles of cost accounting (cost type accounting, cost centre accounting, product costing, profit accounting)</li></ul>
<b>Direct costing</b>	<ul style="list-style-type: none"><li>• Introduction</li><li>• Contribution margin</li><li>• Price floor</li><li>• Break-even-point</li><li>• Make or buy – decisions</li></ul>
<b>Transfer prices</b>	<ul style="list-style-type: none"><li>• Introduction</li><li>• Methods</li><li>• Guidelines</li><li>• Problems</li><li>• Converting Cost-centres into profit centre</li></ul>
<b>Capital Budgeting / Investment Appraisal</b>	<ul style="list-style-type: none"><li>• Basics and overview</li><li>• Non-discounting methods of investment appraisal</li><li>• Discounting methods of investment appraisal</li><li>• Consideration of taxes and price increases</li><li>• Investment decisions and uncertainty</li></ul>
<b>Enterprise Planning</b>	<ul style="list-style-type: none"><li>• Strategic Planning</li><li>• Budget</li></ul>

## Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes		Course Intended Learning Outcomes	Assessment Method
		<p>After completion of the course the students will be able to</p> <ul style="list-style-type: none"><li>• understand the concepts of accounting and controlling in a global business context</li><li>• apply basic managerial accounting concepts</li><li>• explain, operate and evaluate the usefulness of different controlling tools,</li><li>• apply major controlling instruments</li><li>• Knowledge of Financial Management tools and their applications</li></ul>	Exam
			100%
			Individual
<b>1 Responsible Leadership in Organizational Contexts</b>			
1.1	... to know and explain important leadership principles.	...understand and apply financial management tools	Written exam
1.2	... to apply leadership concepts to an organizational context or a specific case.	...understand the concepts of accounting and controlling in a global business context	
1.3	... to critically reflect on leadership concepts in a certain organizational context or in a specific case.	...apply managerial accounting and controlling concepts adequately	
1.4	... to act responsibly from a scientific self-understanding and to act professionally.	... explain, operate and evaluate the usefulness of different controlling tools	
<b>2 Creative Problem Solving Skills in a Complex Business Environment</b>			
2.1	... to identify & classify problems.	...to use manage control instruments to identify relevant problems	Written exam
2.2	... to analyze problems.	...to use manage control instruments to analyze relevant problems	
2.3	... to creatively solve problems.	...to use manage control instruments to solve relevant problems	
2.4	... to explain problems and their solutions in a comprehensive manner.	...to use manage control instruments to explain relevant problems and their solutions	
<b>3 Applied research skills</b>			
3.1	... to know the research and analysis methods important in his/her field of study.		
3.2	... to appropriately apply the research and analysis methods.		
3.3	... to obtain innovative results using relevant research methods.		
<b>4 Innovation management and management of digital transformation</b>			
4.1	... to have fundamental knowledge of operational innovation processes and of processes of digital transformation.		Written exam
4.2	... to assess a company's innovation potential and its needs/opportunities with respect to digital transformation.	... to use management control concepts to assess innovation and digital transformation from a financial perspective	
4.3	... to develop complex technological strategies and strategies for managing digital transformation.		
<b>5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities</b>			
5.1	... to have a sound basic knowledge of sustainability issues.		
5.2	... to identify and analyze sustainability issues and their causes.		
5.3	... to develop sustainability strategies.		

## Teaching and Learning Approach

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.

Participants are required to make an active contribution to case studies and to develop spreadsheets to be used by controllers.

## Literature and 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, Munich, latest edition (German)
- Charifzadeh, M. / Taschner, A., Management Accounting and Control, Weinheim, latest edition
- Srikant M. Datar & Madhav V. Rajan, Horngren's Cost Accounting: A Managerial Emphasis, 16th Global Edition , Pearson, latest edition

## Assessment

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

## Code of Conduct for online Teaching

[Link to the Code of Conduct for online Teaching](#)