

## **Course: Advanced Management Accounting (Wintersemester 2016-17)**

### **Module: Cross-functional Management Accounting**

#### **Objective of the course**

- Students will be able to identify and apply advanced management accounting methods to managerial decision-making problems in marketing, finance, organization and strategy. They will also be able to identify relevant research results on such techniques.

#### **Requirements & Expectations**

- The module is intended for students in the master program of Industrial Engineering & Management and in the other Master's program of the Department of Economics and Management (Fakultät für Wirtschaftswissenschaften).
- Students who are interested in participating in this course are requested to contact Prof. Wouters by email before the first meeting in the semester.
- The course is for very motivated students, because it requires significant student participation in presentations and discussions, weekly three-hour meetings (attendance is required), much weekly preparation that needs to be handed in, and it is highly interactive and personal. It is not a very efficient way to collect ECTS points.
- However, students who have participated in the course were very positive about the course and found it highly worthwhile.
- The course requires significant prior knowledge of Management Accounting, similar to the content of the courses MA 1 and 2, although completion of these particular courses is not a formal requirement.

#### **Module**

- The module “Cross-functional Management Accounting” always includes the compulsory course “Advanced Management Accounting.” Students look at the interface between management accounting and another field in management.
- Students build the module by adding one or several courses from the following list:
  - Pricing, 4.5 ECTS, Prof. Klarmann
  - Produkt- und Innovationsmanagement, 3.0 ECTS, Prof. Klarmann
  - Marketing Strategy Planspiel, 1.5 ECTS, Prof. Klarmann
  - Valuation, 4.5 ECTS, Prof. Ruckes
  - Modeling Strategic Decision Making, 4.5 ECTS, Prof. Lindstädt
  - Incentives in Organizations, 4.5 ECTS, Prof. Nieken
- Some of these courses are offered in the winter semester (such as Advanced Management Accounting), others run in the summer semester.
- The module is 9 ECTS points.
- The additional courses can only be chosen after the compulsory course has been completed successfully.
- The final grade for the module is the average of the grades of the courses completed, weighted by the number of ECTS points of these.

### Course:

- The course addresses several topics where management accounting is strongly related to marketing, finance, organization, or strategy, such as customer value propositions, financial performance measures, managing new product development, and technology investment decisions.
- Some of these topics have been introduced in the courses MA 1 or MA 2, and this course goes deeper. Other topics are newly introduced in this course.
- 4.5 ECTS points, 3 SWS, one meeting per week of 3 teaching hours.
- Language: English.
- Meetings take place **every Wednesday, 8:00 – 10:30**, location: building 11.40, room 202.
- Case reports and other assignments for preparation should be handed in on ILIAS, no later than Monday, 17:00, before the relevant meeting.

### Teaching Cases:

- The pedagogical approach taken for this course is mainly the preparation, evaluation, and discussion of teaching cases. See the course schedule.
- Students work on the cases in small groups. Every group is required to hand in a report on each case in advance of the meeting in which the case will be discussed. This should consist of brief but well-written, clear responses to the case assignments. No PowerPoint slides and no spreadsheet files. (You will probably use spreadsheet software, and the report can contain tables and graphs produced with it, but the reader must not have to also consult your spreadsheet files.)
- Please give your files names according to the structure “Case name\_Group X”
- Every case is assigned to a “case responsible group”, which has the additional following responsibilities for the assigned case:
  - Read the reports of the other groups.
  - Prepare a presentation with solutions for the assignment questions of the case. You should provide the best possible answers and ideas for the assignment solutions, starting with your own case report and potentially also *integrating* some excellent content of the reviewed case reports written by the other groups. For example: You could incorporate an excellent idea you have read and didn't think about yourself. Or you may prepare a more detailed explanation of an issue that you can see many other students have been struggling with
  - *Separately*, present a brief discussion of strengths and weaknesses of the reports of the other groups. Apart for some important issues regarding content, also mention some remarkable points regarding how the reports have been written (language, use of exhibits, clarity, etc.).
  - Upload your presentation on ILIAS before the meeting, so all students can take notes more easily.
  - Lead a discussion of the case among students during the meeting.
- A few days after the meeting, we will provide some more feedback to individual groups.

**Literature:**

- The literature consists of teaching cases plus additional literature, namely research papers or papers with background information on the topics of the cases. The cases and this additional literature are provided on ILIAS.
- We also recommend *Management Control Systems*, 3<sup>rd</sup> Edition, 2012, by K. A. Merchant and W. A. Van der Stede, Pearson Education, ISBN 9780273737612.
- We also recommend that students have access to the textbook that is used in the courses MA 1 and 2: *Cost Management*, 2012, by M. Wouters, F. Selto, R. Hilton, and M. Maher, McGraw-Hill Higher Education, ISBN 9780077132392.
- One of the meetings will address finding and reviewing research papers. Students should be able to find and use relevant research on advanced management accounting techniques. Relevant research not only addresses those techniques as such, but also includes empirical research on the adoption and consequences of management accounting.

**Examination:**

- Student teams will receive weekly feedback on their case reports and an indication of the level of their work. The case responsible group will also receive feedback on their presentation and discussion. The group work during the semester will count for 50% of the final grade.
- There will be an individual oral examination.
- The instructor will ask some questions about the cases or other literature that has been included in the course.
- The student will be prepared to stimulate an interesting conversation
  - about a topic that was (or could have been) at the interface of this course and one of the other courses that the student has included in this module,
  - and about a research paper that the student has selected on one of the topics of the course.
  - You should be prepared to explain things and present your ideas, but don't prepare this in the form of a formal presentation—it's a conversation.

Version of pdf document: 2016-10-06