THE UNIVERSITY of ILLINOIS at CHICAGO
COLLEGE of BUSINESS ADMINISTRATION
DEPARTMENT of ACCOUNTING
SUMMER SEMESTER 2007

Accounting 525	Strategic Cost Management and Control
Professor	Peter Chalos, PhD
Time	Mdy/Wed. 6:00 - 9:00
Location	DH 118
Office	2309 U.H.
Telephone	312-996-2869
Email	pchalos@uic
Prerequisites	Cost Accounting & Statistics

Course Objectives

Within the context of the current domestic and international business environment, this course provides an overview of management control design, cost management, profitability analysis, financial and operational controls and competitive analysis. Lectures by the professor will introduce each topic. Students will be expected to read, analyze, discuss and submit a case assignment the following class pertaining to the topic at hand. Students will also be expected to present their analysis one time. Two exams will be given. The work is demanding over an abbreviated academic summer session but complementary to other summer pursuits. I hope you enjoy it.

Required Text

Management Control Systems, Anthony & Govindarajan, 12th edition, McGraw Hill is available at the UIC bookstore.

Library Reserve References

(1) EVA and Value Based Management, Young & O'Byrne, McGraw-Hill, 2001
(2) Benchmarking Strategies, Rider, Wiley, 2000
(3) Economics, Organization and Management, Milgrom & Roberts, Prentice-Hall, 1992
(4) Case Studies in Performance Management, Adkins, Wiley, 2006
(5) Advanced Management Accounting, Kaplan & Atkinson, Prentice-Hall, 1998
(6) Performance Measurement and Control Systems, Simons, Prentice-Hall, 2000

Assessment

Presentation	10%
Midterm	20%
Assignments	50%
Final	20%

Topics and Class Schedule

Management Control Design

Date: May 30
Topic Design of Management Control Systems
Read Chapters 1 and 2
Analysis "Management Control Systems: A Critical Review", *Accounting, Organizations, and Society, 22,* 2, Feb. 1997, p.207-232. (UIC Library on line under electronic periodicals)

Date June 4
Topic Strategic Controls
Read Chapter 3
Analysis Nucor

Date June 6
Topic Multinational Controls
Read Chapter 15
Analysis ABThorsten

Cost Management

Date June 11
Topic Cost Drivers
Read "An Empirical Examination of Manufacturing Overhead Cost Drivers", *Journal of Accounting and Economics*, 19, 1, Feb. 1995, p.115 - 137.
Analysis Cost Saver

Date June 13
Topic Cost Responsibility Centers

Read Chapter 4
Analysis Arlington Acoustics

Profitability Analysis

Date June 18
Topic Profit Centers
Read Chapter 5
Analysis North Country Auto

Date June 20
Topic Outsourcing & International Transfer Pricing
Read Chapter 6
Analysis Bharti Airtel Ltd.

Date June 25
Topic Asset Performance
Read Chapter 7
Analysis Quality Metal

Date June 27
Topic Midterm

Financial and Operational Controls

Date July 2
Topic Strategic Planning
Read Chapter 8
Analysis Apple Computer

Date July 4
Topic Official Holiday

Date July 9
Topic Financial Planning: Part A
Read Chapter 9
Analysis Ecosystem A

Date July 11
Topic Financial Planning: Part B
Read Chapter 10
Analysis Ecosystem B

Competitive Analysis

Date	July 16
Topic	Competitive Analysis and Productivity
Read	Chapter 11
Analysis	Greenpeace

Date	July 18
Topic	Competitive Strategy
Read	Chapter 13
Analysis	---

Date	July 20
	Final Exam