

THE UNIVERSITY of ILLINOIS at CHICAGO  
COLLEGE of BUSINESS ADMINISTRATION  
DEPARTMENT of ACCOUNTING  
SUMMER SEMESTER 2009

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Accounting 525 #15993	Strategic Management and Control
Professor	Peter Chalos, PhD
Time	Tu/Th. 6:00 - 9:00
Location	Burnham Hall 317
Office	2301 UH
Telephone	312-996-2869
Email	pchalos@uic
Prerequisites	Cost Accounting & Statistics

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### Course Objectives

This course analyzes the linkages between strategy, operations and performance. Industrial and international competitive advantage is also discussed and analyzed. Each lecture and reading is followed by a student topical analysis, presentation and discussion. The work is demanding over an abbreviated academic summer session but complementary to other summer pursuits. I hope you enjoy it.

### Required Text and Course Packet

*Management Control Systems*, Anthony & Govindarajan, 12<sup>th</sup> edition, McGraw Hill is available at the UIC bookstore and online at new and reduced prices. A course packet of cases and readings is required and available at the 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

(\* in course packet)

### Planning and Controls

Date        June 16  
 Topic       Strategic Planning  
 Read        Chapter 8  
 Analysis    “APPLE COMPUTER”\*

Date        June 18  
 Topic       Financial Planning  
 Read        Chapter 9, 10  
 Analysis    “EVERGREEN”

Date        June 23  
 Topic       Operational Planning  
 Read        Chapter 11  
 Analysis    “SAMSUNG ELECTRONICS”\*

### Competitive Advantage

Date        June 25  
 Topic       Determinants of Strategy  
 Read        Strategic Positioning for Competitive Advantage (60-79)  
 Analysis    “WEST COAST PRODUCTS”

Date June 30  
Topic Differential Economies of Scope, Skill, and Scale  
Read Horizontal Boundaries of the Firm \*  
Analysis "SOLAR SENSORS"

Date July 2  
Topic Industry Wars  
Read Strategic Positioning for Competitive Advantage (80 - 101)  
Analysis "COLA WARS CONTINUE" \*

Date July 7 Midterm

## Organizational Issues in Control Design and Implementation

Date: July 9  
Topic Management Controls and Organizational Design  
Read Chapters 1, 2, 3  
Analysis "NUCOR A & B"

Date July 14  
Topic Multinational Controls  
Read Chapter 15, KPMG 2007 International Investment Report  
Analysis "A B THORSTEN"

Date July 16  
Topic Expense Centers  
Read Chapter 4  
Analysis "BOSE"

Date July 21  
Topic Profit Centers  
Read Chapter 5  
Analysis "NORTH COUNTRY AUTO"

Date July 23  
Topic Value Added Versus Outsourcing  
Read Chapter 6  
Analysis "BHARTI AIRTEL LTD" \*

Date July 28  
Topic Asset Performance  
Read Chapter 7  
Analysis "QUALITY METAL"

Date July 30  
Topic: Executive Compensation  
Read: Chapter 12  
Analysis "WAYSIDE INNS"

Date Aug. 4  
Topic Final