

Syllabus – MGTP 495 Strategic Cost Management & New Technologies

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Rady School of Management

Note: The syllabus may be subject to minor changes regarding its outline.

Course Information

Course Number	MGTP 495
Course Title	Strategic Cost Management & New Technologies
Quarter	Spring 2021
Class meetings	Thursdays, 9:00am to 11:50am
Classroom	Zoom
Zoom ID	974 2293 7250
Zoom Password	320691
Zoom Link	https://ucsd.zoom.us/j/97422937250?pwd=UnVNVHovMkJVQUlNWEM1am1YczVGQT09

Contact Information

Professor	Mario Milone
Office	Remote (Zoom)
Email Address	mmilone@ucsd.edu
Office Hours	By appointment

Textbooks and Readings

Textbook	<i>Managerial Accounting: Making Decisions and Motivating Performance</i> by S. Datar and M. Rajan Pearson, 2014, ISBN 978-0-13-702487-2
Case Studies	See the outline below.

Course Description

This course focuses on the use of internal accounting system for budgeting, planning and decision-making. The first part of the course will provide the vocabulary and tools needed to the understanding of costs, planning, budgeting and pricing decisions. The second part of the course will focus on how to extract relevant information for performance evaluation and control.

The vocabulary and skills developed in this course are essential for managers, consultants, accountants, as they provide a better understanding of the organization's internal operations. Being able to extract and analyze relevant accounting information for decision-making purposes is extremely valuable and applicable in many settings, including finance, accounting, marketing, operations and strategy.

The concepts will be both introduced in class as well as practiced and discussed through an extensive set of case studies.

Course Objectives

At the close of this course, you will be able to:

- Understand the different cost concepts.
- Perform simple and complex cost analyses.
- Understand pricing decisions.
- Perform profitability analyses.
- Understand performance evaluations.
- Understand transfer pricing and its implications.

Course Preparation and Requirements

The course is heavily based on the use of case studies that students need to prepare every week as assignments. The concepts used in each case study is presented in class before the assignments (one or two weeks before). The outline below precises which concepts are used for each case study ("Topic case study"). Students are required to read the book chapters mentioned in the outline (see below) **before** the class. This requirement also holds for the first session of the course. Therefore, **students are required to read chapters 1, 2, 4 & 5 before the course starts.**

Course Evaluation

Evaluation in this course will be based on group case studies and a final individual case study. The final grade will be determined as follows:

1 Group Case Studies	50%
2 Final Individual Case Study	50%
3 Bonus points	2%

A **bonus** of 2% will be added for students that fill in the professor evaluation form.

1 Group Case Assignments

Students are required to prepare cases and hand-in written assignments at every class (except the first one). For each case, the assignment with questions will be posted on Canvas the week before. These questions are designed to help students understand the case and ensure that they are ready to discuss the case during class. Assignments can be done by groups of maximum 3 students and should be prepared as a *single PDF document*. The document should be kept as brief as possible. When applicable, an appendix containing quantitative analyses can be included. Assignments should be uploaded to Canvas *before* the beginning of the class. They will be graded from 0 to 100. While approximately 9 assignments will be required and graded, only the 6 highest grades will determine the overall score for the group case studies.

2 Final Case Study

The final exam will be in the form of a case study that students will have to individually analyse in its entirety. More information will be provided as we approach the end of quarter.

Dynamics of the syllabus

In order to promote the best learnings experience, this syllabus is subject to changes as the course progresses. Any change will be made in the interest of the students.

Course Outline

Part I – Cost Accounting and Decision Making

Session 1 – Introduction and Concepts & Product Costing

Date	April 1	Readings	Chapters 1, 2, 4 & 5
Case Study	<i>No Case Study this week</i>	Topic case study	NA

There is no assignment for this class.

- Part I: Introduction and Concepts (chapters 1 & 2)
- Part II: Product Costing (chapters 3 & 4)

Session 2 – CVP Analysis

Date	April 8	Readings	Chapters 3 & 8
Case Study	<i>Precision Worldwide</i>	Topic case study	Relevant Costs

Session 3 – Activity Based Costing

Date	April 15	Readings	Chapter 6
Case Study	<i>Bridgeton Industries</i>	Topic case study	Product Costing

Session 4 – Pricing Decisions

Date	April 22	Readings	Chapter 7
Case Study	<i>Seligram</i>	Topic case study	CVP Analysis

Part II – Performance Evaluation and Control

Session 5 – Profitability Analysis

Date	April 29	Readings	Chapter 14
Case Study	<i>Wilkerson</i>	Topic case study	Activity Based Costing

Session 6 – Variance Analysis

Date	May 6	Readings	Chapters 13
Case Study	<i>Owens & Minor (A)</i>	Topic case study	Pricing Decisions

Session 7 – Control and Performance Evaluation

Date	May 13	Readings	Chapters 16
Case Study	<i>Store 24</i>	Topic case study	Profitability Analysis

Session 8 – Case Study: Compagnie du Froid

Date	May 20	Readings	NA
Case Study	<i>Compagnie du Froid</i>	Topic case study	Variance Analysis

Session 9 – Transfer Pricing I

Date	May 27	Readings	Chapter 15
Case Study	<i>Vyaderm</i>	Topic case study	Control and Performance Evaluation

Session 10 – Transfer Pricing II & Conclusion

Date	June 3	Readings	Chapter 15
Case Study	<i>Birch Paper Company</i>	Topic case study	Transfer Pricing

Academic Integrity

Integrity of scholarship is essential for an academic community. As members of the Rady School, we pledge ourselves to uphold the highest ethical standards. The University expects that both faculty and students will honor this principle and in so doing protect the validity of University intellectual work. For students, this means that all academic work will be done by the individual to whom it is assigned, without unauthorized aid of any kind.

The complete UCSD Policy on Integrity of Scholarship can be viewed at: <http://senate.ucsd.edu/Operating-Procedures/Senate-Manual/Appendices/2>

Students with disabilities

A student who has a disability or special need and requires an accommodation in order to have equal access to the classroom must register with the Office for Students with Disabilities (OSD). The OSD will determine what accommodations may be made and provide the necessary documentation to present to the faculty member.

The student must present the OSD letter of certification and OSD accommodation recommendation to the appropriate faculty member in order to initiate the request for accommodation in classes, examinations, or other academic program activities. No accommodations can be implemented retroactively.

Please visit the [OSD website](#) for further information or contact the Office for Students with Disabilities at (858) 534-4382 or osd@ucsd.edu.