



Course syllabus 2023			
Course name:	Business Strategy and Management Accounting Tools - Cases from World Class Organizations		
Study programme group:	Cycle of studies:	Study type:	
	1st	fulltime	
Study programme name:	Management and Finance, Business Management		
Specialisation:			
Electivity:	Elective course		
Course coordinator:	Prof. Jan Alpenberg		
Course code:	Year of studies:	Semester:	Language of instruction:
	3	6	English
ECTS credits:	6		
Exam / assessment form:	Assessment		
Class type		Total contact hours	
Lecture		44	
Tutorials		18	
<b>A. Shortened (general) subject description</b>			
Introducing students to advanced knowledge and skills in business strategy and management accounting. Demonstrating of the practical usefulness of the concepts and methods of management accounting/controlling for managers in implementing strategies in business entities. Underling the importance of financial and non-financial information, and the impact of such information on the behaviour of people for improvement of performance in business entities. The course is based on cases from world class organizations.			
<b>B. Prerequisites</b>			
Financial accounting, Management accounting			
<b>C. Effects of Teaching</b>			
Knowlege			

<i>Student has a basic knowledge of the nature of the strategy sciences, particularly in the disciplines: management science and finance, as well as their relationship to other sciences</i>	08B-1P_W01
<i>Student has knowledge of the various types of strategy, their basic elements and aspects for the operations, and relationship to the management accounting systems used by these organizations</i>	08B-1P_W02
<i>Student has an interdisciplinary knowledge of tools supporting the management and their application, in particular about the tools in the field of management accounting and its relationship to strategy</i>	08B-1P_W13
<b>Skills</b>	
<i>Student has the ability to use the acquired knowledge in the field of strategy and management accounting in practice for the identification and structuration of organizational problems</i>	08B-1P_U06
<i>Student has the ability to independently create and analyze alternative solutions for specific decision problem, and then choose and implement the right solution</i>	08B-1P_U07
<i>Student has the skills necessary to implement the principle of learning throughout life by complementing and improving their knowledge and skills in the area of strategy and management accounting</i>	08B-1P_U08
<i>Student has language skills in the discipline: the science of management, in accordance with the requirements appropriate to the level B2</i>	08B-1P_U11
<i>Student is able to use the tools and techniques necessary for the function of strategy specialist and management accounting specialist at the middle level professional</i>	08B-1P_U12
<b>D. Course Content</b>	
<b>Lecture</b>	<b>Total contact hours</b>
<ol style="list-style-type: none"> <li>1. The Strategy Making Process</li> <li>2. Stakeholders, The Mission, Governance, and Business Ethics</li> <li>3. External Analysis: The Identification of Opportunities and Threats</li> <li>4. Building Competitive Advantage, Value creation, Internal Analysis</li> <li>5. Business Level Strategy and Competitive Positioning,</li> <li>6. Strategy map and Value stream mapping</li> <li>7. Strategy in the Global Environment</li> <li>8. Corporate- Level Strategy and Long- Run Profitability</li> <li>9. Strategic Change: Implementing Strategies to Build and Develop a Company</li> <li>10. Implementing Strategy Through Organizational Design, MO-matrix</li> <li>11. Lean Production System in World Class Organizations</li> <li>12. Lean Accounting for performance control</li> <li>13. Lean Production and strategy implementation</li> <li>14. Performance Measurement Systems and BSC, Strategy map</li> <li>15. Balanced Scorecard and strategy implementation</li> </ol>	<b>44</b>



<b>Tutorial</b>	<b>Total contact hours</b>
1. Introduction: Analyzing a Case Study and Writing a Case Study Analysis 2. Strategy from different perspectives 3. SWOT-analysis 4. Building competitive advantage 5. Models for Value creation 6. Strategy mapping 7. Value stream mapping 8. Tools and functions in Lean Production 9. Lean accounting and control 10. Controlling behavior 11. Measurement/Objective matrix 12. Financial and non-financial indicators for performance management 13. Balanced Scorecard and Performance Measurement Systems 14. Final Assessment	<b>18</b>
<b>Sum</b>	<b>18</b>
<b>E. Methods and Criteria of Assessment</b>	
<b>Final grade</b>	
The final grade of each student is calculated using the following algorithm: Final grade = 50% × <b>Case grade</b> + 50% × <b>Final assessment grade</b> Grade scale will be as follow: 0-55% - 2,0; 56-64% - 3,0, 65-73% - 3,5; 74-82% - 4,0; 83-91% - 4,5; 92-100% - 5,0.	
<b>Partial grade for the form: Lecture</b>	
<b>Assessment component</b>	<b>Weight in final grade</b>
Case grade	40%
Final paper grade	60%



Partial grade for the form: Tutorial	
Assessment component	Weight in final grade
<b>F. Bibliography</b>	
<ul style="list-style-type: none"><li>• Hill, C.W.L., Schilling, M.A. and Jones, G.R. (2017). Strategic Management: an integrated approach, theory and cases (12 ed). Cengage Learning, Boston, MA. ISBN-13: 978-035703384</li><li>• Kaplan, D and Norton, D.</li><li>• Kaufman, J.J. (2008). Value Management. Sakura House Publishing, Etobicoke, ON. ISBN: 978-0-9809228-1-3 (accessible on MyMoodle)</li><li>• Liker, J.K. (2004). The Toyota Way – 14 management principles from the world’s greatest manufacturer. McGrawHill, New York, NY. ISBN: 0-07-139231-9</li><li>• Scarbrough, P. and Alpenberg, J. (2014). Costs: Reduction, Analysis &amp; Measurements. Sakura House Publishing, Etobicoke, ON. ISBN: ISBN: 978-0-9809228-0-6 (accessible on MyMoodle)</li><li>• Stenzel, J. (2012) Lean Accounting: Best Practices for Sustainable Integration. John Wiley &amp; Sons, Inc., Hoboken, NJ. ISBN-13: 978-0470087282</li><li>• Scientific articles</li><li>• Teaching cases</li></ul>	
<b>G. Student's Workload in the Course</b>	
<b>Lecture</b>	
Form of student activity	Approximate number of hours
Chapter preparations incl reading	2
Class participation	4
<b>Sum</b>	<b>6 hrs/w</b>
<b>Tutorial</b>	



Form of student activity	Approximate number of hours
Case preparation	3
Case presentation	1
<b>Sum</b>	<b>4 hrs/w</b>
<b>H. Teaching Methods</b>	
Lecture - Informative lecture, discussion exercises Tutorial - seminar discussion of cases, case study homework	
<b>I. Additional information</b>	