COURSE TITLE: STRATEGIC COST MANAGEMENT

NUMBER OF HOURS: 15

SEMESTER:
INTERNATIONAL PROGRAMME – 3 ECTS
COURSE COORDINATOR: Dr. Jean-Malik Dumas, Tilburg University, Netherlands

COURSE OBJECTIVES
In the past 20 years the fields of Management Accounting and Strategy have come closer. A number of management principles emerged from Total Quality Management in order to focus the resource allocation on value creation activities. These principles have evolved into cost accounting techniques. This course is reviewing cost management techniques aimed at providing a competitive advantage for the firm in competitive environment. The approach takes from Management Accounting, Strategy and Operation Management.

LEARNING OUTCOMES
After having taken this course participants will be able to:

- Understand cost drivers
- Apply alternative cost accounting methods
- Analyze cost and value
- Analyze and evaluate cost management strategies

PREREQUISITES
This is an advanced course; students should be familiar with traditional cost accounting methods (absorption costing, Activity Based Costing). However, the emphasis is not toward calculative application but rather a broad understanding of frameworks with their implications.

COURSE CONTENT
Part 1
Strategic cost management – A new concept?
The centrality of information
Beyond ABC
Theory of Constrains
Case Bal Seal

Part 2
Time-Driven ABC Case

Part 3
Value engineering
Case – A-Cat – Bang for the bucks

Part 4
Integrative cost approach case

Part 5
Presentations
TEACHING & LEARNING METHODS
This course includes lectures, assignments, exercises and case studies. Individual and collective written assignments will be due. All grading elements will be collected during the lectures. Therefore attendance is a must.

As the course is heavily based on cases, each student will be expected to participate actively in class discussions.

ASSESSMENT METHODS
Group case: 40%
Group presentation: 20%
Individual assignments: 40%

RECOMMENDED READING
Recommended reading
Strategic Management Accounting: By Hoque; Pearson Education, 2006. (2nd edition)

This course will make use of case and articles as mandatory readings. These documents will be communicated in a detailed session by session assignment list posted on blackboard.