

**ACCOUNTING 706**  
**COST MANAGEMENT**

**Quarter 4, Spring 2021**

**INSTRUCTOR:**

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**Office Hours Monday and Wednesday 12:15 to 1:30 or by appointment**

**COURSE OBJECTIVES:**

This course covers managerial accounting and cost management practices that can be strategically applied across the various functions of a business organization to improve organizational performance. The course emphasizes the methods available to measure and evaluate costs for decision-making and performance evaluation purposes. It reviews a number of cost management issues relating to the design and implementation of strategic, marketing, value analysis, and other management models in modern firms; and identifies major contemporary issues in managerial accounting and financial decision-making. A variety of case studies in different industries and decision contexts are used to examine the application of these concepts.

**FORMAT:**

The course will be a combination of lecture (with solutions to selected problems), case work and exercises, and interactive class discussion. **I will assume that you have prepared the required material for each class.**

**Please note that case solutions will be discussed in class. No handouts of case solutions will be available. If you have a question about the solution, please see me during office hours. Also, if you think that the grade is incorrect, please submit a re-grade following the procedure below.**

**Cases must be turned in on the date of the assignment. No late cases or assignment will be accepted.**

The case assignments can be done individually or in groups up to four students. I will not become involved in any group disputes. Groups will have to monitor and manage themselves. All members of the group will receive the same grade on the

case. In order to avoid "free-rider" problems, group membership can change during the course. ***Groups must work independently and may not work with or share information with people who are not in their group.***

**NOTE:** Additional student names will not be allowed to be added to cases after they have been turned in. Please make sure that your team members have included your name on any assignments.

**All groups must work independently.** Members of different groups are **not** allowed to discuss the cases or exercises or to share answers prior to the assignments being turned in. You are responsible for ensuring that work done by your group is done independently of other groups.

#### **GRADING:**

1. Class participation (10%)
2. Exam (40%)
3. Two case write-ups (15% each):

Choose two of the following three cases: Bridgeton Industries, Midwest Office Products, Tork Corporation

4. Comprehensive case project (20%): Mooresville Honda, ***must be turned in by all students (can be done in teams)***

#### **OTHER ISSUES:**

Neither an interview, travel in connection with an interview, nor vacation travel is an acceptable reason to miss a case assignment or exam. **No make-up examinations or case assignments will be available.**

Regrade requests for homework assignments or the final exam must be submitted in writing within one calendar week following the return of the assignment (or one week following the start of the next term for the final exam). To have an assignment or exam regraded, you must submit the original (with no modification) and a written description of your disagreement with the initial grade.

#### **REQUIRED MATERIALS:**

Course notes will be posted on Canvas. In addition, students must purchase readings and case studies from Study.net.

## ACCT 706 - COURSE OUTLINE AND SCHEDULE

### THE STRATEGIC COST MANAGEMENT PROCESS

#### 1. (Monday, March 15) Introduction and Overview of the Strategic Cost Management Process

**Major objectives:** Provide an overview of the strategic cost management process. This process will provide the overarching framework for the material covered in the class.

**Class Notes:** Session 1

#### 2. (Wednesday, March 17) Cost Concepts for Decision-Making

**Major objectives:** Review important cost terms and concepts. Define and illustrate cost objects, direct costs, and indirect (or overhead) costs. Understand the associations between cost drivers, variable costs, and fixed costs, and the major assumptions underlying the definitions of variable and fixed costs. Review the concepts of contribution margin and cost-volume-profit analysis.

**Class Notes:** Sessions 2 and 3

**Readings:** Cost Concepts, Terms, and Classifications; Relevant Costs in Nonroutine Decisions

#### 3. (Monday, March 22) Cost Behavior and Profit Planning

**Major objectives:** Apply the decision-making concepts to profit planning.

**Class Notes:** Sessions 2 and 3

### COSTING METHODS

#### 4. (Wednesday, March 24) A Review of Product Costing

**Major objectives:** Review the mechanics of cost accounting systems, including the principles of cost allocation and overhead rates.

**Class Notes:** Session 4

## 5. (Monday, March 29) Overhead Allocation and Decision-Making Case

**Major objectives:** Analyze a case study linking cost accounting and decision-making in an outsourcing context.

**Required Case:** **Bridgeton Industries** (*No readings or notes for this session*)

## 6. (Wednesday, March 31) Variable Costing and Throughput Accounting (Cost Systems for Short-Term Decision-Making)

**Major Objectives:** Discuss the use of short-term cost accounting methods to improve decision-making. Compare the advantages and disadvantages of each of these methods to each other and to longer-term cost accounting methods such as activity-based costing.

**Class Notes:** Session 6

**Readings:** Throughput Notes (posted on Canvas)

## 7. (Monday, April 5) Activity-Based Costing and Customer Profitability (Cost Systems for Longer-Term Decision-Making)

**Major Objectives:** Introduce more advanced, longer-term product costing methods including activity-based costing and customer profitability analysis.

**Class Notes:** Session 7

**Readings:** Activity Based Cost Systems; Customer-Driven Costs

## COST ANALYSIS AND COST MANAGEMENT

## 8. (Wednesday, April 7) Activity-Based Management

**Major Objectives:** Review the methods for applying various cost management techniques to strategic cost decisions at various stages of the product or service life cycle.

**Required Case:** **Midwest Office Products**

**Class Notes:** Session 8

**Readings:** Improving Performance Through Activity Analysis

## 9. (Wednesday, April 14) Competitive Cost Analysis

**Major Objectives:** Discuss key issues and techniques for competitive cost analysis and their relation to internal cost analysis. Apply these techniques to an actual competitive case setting.

**Required Case:** **Tork Corporation**

**Class Notes:** Session 9

**Readings:** Competitive-Cost Analysis: Cost-Driver Framework;  
Competitive-Cost Analysis: Cost-Modeling Techniques;  
Competitive-Cost Analysis: Scale and Utilization Calculations

## 10. (Monday, April 19) Variance Analysis

**Major Objectives:** Introduce flexible budgets and standard costs as aids for planning and control. Understand the use of standards for variable costs. Learn how variances between actual and standard costs can be broken into price and efficiency variances to assist in assigning responsibility and examining the variances' causes.

**Class Notes:** Session 10

**Readings:** Readings on Variance Analysis

## 11. (Wednesday, April 21) In-Class Exam

**Major Objectives:** Comprehensive Exam covering material from sessions 1 to 11.

## PERFORMANCE EVALUATION

## 12. (Monday, April 26) Cost Estimation

**Major Objectives:** Discuss the methods available for cost estimation. Review the use of regression analysis to perform company- and industry-level cost analysis. Introduce the estimation and use of learning/experience curves.

**Class Notes:** Session 12

#### **14. (Wednesday, April 28) Comprehensive Case Project**

**Major Objectives:** Review a comprehensive case study that incorporates many of the topics covered in the course.

**Required Case (posted on Canvas): Mooresville Honda Company <-- All students must turn in this case assignment (can be submitted in teams); students should be prepared to discuss their analyses in class.**