

BUSINESS PLANNING AND CONTROL

[Prof. Daniele M. Ghezzi](#)

COURSE AIMS

The course introduces to the most relevant concepts of business planning and control systems which support strategic and economic decisions and allow performance evaluation in (agribusiness) organizations.

The students are presumed to be familiar with at least the basic concepts of financial accounting and financial statements. A revision of these topics will nevertheless be conducted in the introductory sessions of the course.

It is designed to produce knowledge of concepts and techniques about:

- Budget system and process.

Budgeting plays both a leading and a constraining role in planning and control of companies' operations. Budget variances are useful to management to ensure that services, operations and expenditures stay on target.

Main topics covered include:

- Business Planning.
 - Strategic Planning (Swot and Pest analysis, BCG matrix, etc.).
 - The program and control cycle.
 - The budget system, process and variance.
- Performance evaluation and strategy.

The design of management accounting system should facilitate the successful implementation of strategy. For a proper evaluation of strategic outcomes and managerial results, it is important for organizations to integrate it with a multi-dimensional set of performance indicators to be reported also to stakeholders.

Main topics covered include:

- Performance measures and indicators.
- Performance evaluation.

COURSE CONTENT

	CFU
Cost accounting and costing systems; integrating financial and managerial accounting.	0.5
Cost accounting methods	1.5
Budgetary methods and reporting	1.0
Business Planning	1.0
Strategic and competitive analysis.	1.0
The "making of a strategic plan".	1.0

READING LIST

B. BOWHILL, *Business Planning and Control: Integrating Accounting, Strategy, and People*, Wiley, 2008.

TEACHING METHOD

Teaching methods include formal lectures as well as the discussion of short cases and exercises. Students are invited to actively participate to lectures and contribute to class discussion. In addition, they might also be required to complete and turn in specific homework assignments which will be counted for final grading.



ASSESSMENT METHOD

The grading system for attending students is as follows:

- Mid-term written test 35%
- Final Group work 35%
- Final written exam 30 %.

Each of the two exams will consist in open questions/exercises to be answered in 90 minutes.

Not attending students will be required to take a written exam based on the reading list provided by the professor.

Students can meet with Professor Daniele Ghezzi before or after lectures; any other information will be available on the Faculty notice board.