



PREPARING INNOVATIVE LEADERS FOR GLOBAL IMPACT

MGT/P/B 271
Strategic Cost Management
Winter 2012

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Office Hours: by appointment – email to schedule

Class Meeting Time and Final Exam Schedule:

MGT 271: Class: Tues. 12:10 – 3 pm; Room 1302 Gallagher, Exam: Mar 20, 12:10 - 3pm 1302 Gallagher

MGP 271: Class Tues. 6 – 9 pm; 2205 Sac Ed Cntr; Exam: Mar 20, 6 - 9 pm 2205 Sac Ed Cntr
Class Dates: Jan 10, 17, 24, 31, Feb 7, 14, 21, 28, Mar 6, 13

MGB 271: Class Sat 9 am-12 pm; 1 - 4 pm; 1501 Bishop Ranch; Exam Mar 17, 9 am – 12 pm
Class Dates: Jan 14, 28, Feb 11, 25, Mar 10

Course Introduction

This class examines how firms use organizational design and cost management to establish a sustainable cost structure that is a strong foundation for superior profit performance. Competitive cost structures are increasingly obtained, not through technical efficiencies of a single firm, but through innovative collaboration among firms ---- what has been termed the “extended enterprise.” Thus more than half of the course examines cost management at the boundaries of the firm --- where the firm interacts with suppliers, strategic alliance partners, customers and society. A value chain framework is used to explore how firms design and structure business processes for strategic advantage. We start with an overview of how modern product costing systems work and their limitations as a basis for strategic cost management. We then study how firms manage costs during product design and development, production and/or service delivery, and after the sale.

Audience:

Students pursuing careers in consulting or business strategy and others who need to evaluate and improve existing business processes will find this course useful. Entrepreneurs will find the focus on designing organizations and value chains for sustainable profits relevant. Although cost accounting systems and production economics are the point of departure for the course, we will focus less on quantitative methods (e.g., budgeting, product costing, and variance analysis) and costs that are reported in accounting systems, and more on qualitative analysis and economic concepts of cost than a typical cost accounting course. We will use frameworks from operations, business strategy, economics and marketing to understand how to use cost analysis to support business strategy.

Required Materials: The course packet of cases, readings and assignments

SmartSite: Course materials may be found on Smartsite.

Grades: Final grades will be assessed as follows:

Class participation	10%
2 individual case write-ups	15%
2 team papers	20%
1 team current events report	10%
Final exam	45%

Class Participation

The class is taught using the case method and class participation is graded in every class. Classroom discussions will focus on a case study, recent news articles and team presentations. Class participation grades are based on the quality of *active participation* in class discussion, *not attendance*. I record class attendance with a sign-in sheet to jog my memory and facilitate participation grading. In the interest of promoting a productive learning environment for all, please:

- Arrive on time and stay for the duration of class.
- Turn off or mute audible cell phones, pagers and watch alarms for the duration of class.
- **Turn off laptops unless instructed otherwise and refrain from accessing the internet on any other device during class.**

Behaviors that detract from class learning will be penalized in the class participation mark.

Individual Case Write-ups

There are two cases that require individual student write-ups. A paper copy of the write-up is due at the start of class. Case write-ups are required for the **two cases that are indicated in bold font** on the class schedule. In the event that you will miss class, assignments may be submitted early as a fax or email attachment. *It is your responsibility to ensure that your assignment is received.* If you send an email attachment, please convert your file to PDF format so that there will be no difficulty printing. Please do not submit your assignment as an email attachment unless you expect to miss class. Late assignments will receive a grade penalty of 15% per day or part thereof.

The case write-up will focus on answering specific assigned questions. **Questions for which written responses are due are designated by an asterisk (*)** in the document, 'Class Preparation Questions'. Your answers should be no more than four (4) pages (all inclusive) in length, using standard formatting of 11 or 12 point font for text answers and 1 inch margins. If you insert an excel spreadsheet it should be in a readable font size and should conform to the spirit of the page limits of the assignment.

The case assignments will be graded on a 1-20 scale. Because the case questions are designed to prepare you to participate in class rather than to test your knowledge of material, the grade will be based primarily on completeness and evidence of careful consideration of the issues and the case data.

Team Projects

There are two team projects and several in-class team exercises. The projects require a team paper and the ability to do a short presentation (i.e., with 3-5 prepared slides) on demand. I will collect a final paper copy of the team paper and slidepack at the start of class. At least 48 hours before class, teams will submit to a Smartsite folder a near-final draft of their papers. On the basis of this draft I will select several teams to present. All teams will not present. My aim is to select presentations that will stimulate discussion of important issues, not to grade a presentation. The team paper and slidepack is the basis for the team

project grade. The presentation and ensuing class discussion of the contents of the papers will be graded as normal class participation.

Each team is to work without assistance from anyone who is not a member of the team. Actions to the contrary constitute a violation of the honor code by the team. Although responsibility for typing the papers may be delegated to one or two team members, the team should take care to involve all team members in the assignments and to balance the total workload among team members. Unless there are complaints to the contrary, I will assume that all team members contributed appropriately to the assignment and team members will receive a common grade. If I determine that it is warranted, penalties for shirking team responsibilities may range from no credit to a significant reduction in the individual's grade from that awarded to other team members.

Team Current Events Report

With the exception of classes in which team projects will be presented and the first class, we will take one or more breaks during class to explore contemporary issues related to the lessons of the case. Teams will address the questions included in the 'Class Preparation Questions' document, referencing the materials that are labeled 'Applications' in the Syllabus. No written report is required; however, the team will prepare Powerpoint slides for a **15-20 minute presentation** and must submit a copy to me for grading. If your slides are not self-explanatory, please include brief 'notes' in the .ppt document and print the slides with speakers notes for submission. **Although one team of students will 'dig deeper' and present the materials in class, all students in the course are expected to read the articles and be prepared to discuss the key ideas.**

Final Examination

The final exam will be based on a comprehensive case study and related articles. The case and articles will be distributed approximately one week before the scheduled in-class exam. The exam will include several essay questions. A makeup exam will be offered ONLY for substantiated personal emergencies.

Class Preparation

Preparation for class requires significant reading; however, all readings should not be approached with the same intensity or attention to detail. In general, **the required case will form the backbone of our discussion.** Significant articles that present theory and frameworks for considering the key issues will lend structure to the discussion. Finally, a number of "light" articles from the popular press will be used to 1) update and extend the case, and 2) present complementary issues and perspectives that may not be explored in the case or that differ by industry. The latter readings should be skimmed, but clearly do not warrant the same level of attention as the other readings. Some readings will be used for in-class exercises. While these may be skimmed in advance, this is not required. These readings are so noted in the syllabus.

For each class, the cases and advance readings are accompanied by a set of questions found in the document, 'Class Preparation Questions'. These questions do not represent fully the material that we will cover in class. They are intended to guide your preparation. I recommend that you read the materials first and then draft a brief response to the questions. If possible, discuss your ideas in a study group before class. **If insufficient class preparation becomes a barrier to effective class discussion, I reserve the right to require additional case write-ups beyond those currently scheduled.** This will not affect the overall allocation of 20% of the course grade to case write-ups.

Absences

In the event that you must miss class, I would be grateful for a short email to that effect. This is not required, but helps me to be aware of student needs with respect to remediation. The class preparation

questions rarely cover more than 50 percent of the key learnings of a class. Thus missing class, even after preparing the case questions, means that you miss content and process --- essential elements to learning this material. Please obtain notes from a class member and check Smartsite for any handouts.

MGT/P/B 271
READING SCHEDULE and OVERVIEW OF CLASS AGENDA:

Note that some readings are repeated to emphasize different themes in different class sessions. Articles are placed in the coursepack according to the **first occurrence** in the course. If a reading is used a second time, in subsequent occurrences in the reading schedule below, the class in which the reading first occurred is noted in parentheses.

Class	Agenda/Overview of Topics	Required article readings	Required case readings
1	<p>Introduction to cost systems and their use and misuse</p> <p>Standard costing systems</p> <ul style="list-style-type: none"> • Characteristics • Side effects <p>Cost structure, product costing and cost analysis</p> <p>Managing capacity costs in recessionary periods</p>	<ul style="list-style-type: none"> • Read course syllabus before class <p><i>Theory/ Frameworks: skim as basic review of mechanics of cost accounting systems</i></p> <ul style="list-style-type: none"> • Accounting for Manufacturing Companies (9-198-019) • Comments on Standard Times and the Division of Labor (9-600-013) • A Glossary for Manufacturing Cost Accounting Systems (9-188-088) <p><i>Applications:</i></p> <ul style="list-style-type: none"> • WSJ “Fixed Costs Chafe at Steel Mills” June 10, 2009 • WSJ “Steelmakers Struggle” Oct 19, 2011 • WSJ “High fixed costs are makings of Steel Trap.” Oct 25, 2011 • WSJ “As Economy Zooms, India’s Postmen Struggle to Adapt” Oct 3, 2006 • <i>BBusinessweek</i> “A Reckoning Ahead for the U.S. Mail” Dec 13-19, 2010, p 33-4. • <i>BBusinessweek</i> “The End of Mail” May 30-Jun 5, 2011, p 60-65. • WSJ “The Post Office wants more than mail” Oct 19, 2011 • <i>Washington Post</i> “US airlines make money again by flying less” Jan 25, 2011. 	<p>Bridgeton Industries (9-190-085)</p>
2	<p>Using cost system design to remedy some common problems</p> <ul style="list-style-type: none"> • Two Stage Cost Systems • Marginal costing <p>Managing capacity costs in growth and investment periods</p>	<p><i>Theory/ Frameworks:</i></p> <ul style="list-style-type: none"> • Cost System Analysis (9-195-181) • <i>Strategic Finance</i> “Reading between the numbers” Dec 2004. 41-45. • <i>McKinsey Qtrly</i> “The importance of life cycle pricing” Chart focus newsletter May 2011 <p><i>Applications:</i></p> <ul style="list-style-type: none"> • <i>The Chronicle of Higher Ed.</i> “College for \$99 a Month?” September 2, 2009 • WSJ “Putting a Price on Professors” Oct 23-4, 2010 • <i>The Chronicle of Higher Ed.</i> “Texas could offer a stripped-down degree for just \$10,000, Commissioner Says” Apr 27, 2011. • <i>NYT.</i> “With no frills or tuition, a college draws notice. Jul 21, 2008 • WSJ “Factories grapple with how fast to ramp up” June 20, 2010. 	<p>Seligram (9-189-084) <i>(case write-up due)</i></p>

Class	Agenda/Overview of Topics	Required article readings	Required case readings
3	<p>Use of cost system design to remedy some common problems</p> <ul style="list-style-type: none"> • Mechanics of activity-based costing • Capacity considerations in cyclic industries <p>Activity-based management</p> <ul style="list-style-type: none"> • Restructuring for efficiency • Productivity: meaning, measurement and management • Reducing costly activities 	<p><i>Theory/ Frameworks:</i></p> <ul style="list-style-type: none"> • Introduction to Activity-based costing (9-197-076) • Profit Priorities from Activity-based costing (HBR OnPoint product #3588) <p><i>Applications: Productivity's meaning, measurement and use</i></p> <ul style="list-style-type: none"> • WSJ "Here come the technocrats" Sept 16-17, 2006 • WSJ "Baseball after Moneyball" Sept 23, 2011 • Bloomberg Businessweek "The Moneyball Myth" Oct 24-30, 2011 109-11. • NYT "Op Ed: How to take American Health care from Worst to First" Oct 24, 2008 <p><i>Applications: Labor Productivity tools and implementation issues</i></p> <ul style="list-style-type: none"> • NYT "A Big Star May not a Profitable Movie Make" Aug 28, 2006 • WSJ "New Recipe for Cost Savings: Replace Expensive Workers" June 11, 2003 • WSJ "Best Buy gets squeezed" Sept 14, 2011 • WSJ "Costco's dilemma: Be kind to its workers, or Wall Street?" Mar 26, 2004 • WSJ "Retailers Reprogram workers in efficiency push" Sept 10, 2008 	<p>Wilkerson Co. (9-101-092) <i>(case write-up due)</i></p> <p>Co-operative Bank (9-195-196)</p>

Class	Agenda/Overview of Topics	Required article readings	Required case readings
4	<p>Strategic Cost Management and the Value Chain</p> <p>Introduction to Structural and Executional Cost Management Strategies</p> <p>In-class team exercise on structural and executional cost management</p>	<p><i>Theory/ Frameworks:</i></p> <ul style="list-style-type: none"> • <i>SMJ article:</i> “Accounting Data for Value Chain Analysis” Mar/Apr 1989, 10(2): 175-188. <p><i>Applications: We will use the following articles in an in-class team exercise. Please skim as many of them as possible—ideally some from each of the three groups--- before class to increase the efficiency of your team during class.</i></p> <p>Not for Profit: Healthcare Example</p> <ul style="list-style-type: none"> • <i>WSJ</i> “The doctor will see you eventually” Oct 19, 2010 • <i>NYT</i> “Factory efficiency comes to the hospital” Jul 10, 2010 • <i>NYT</i> “Medicare plans for Payments Irks Hospitals. May 30, 2011 • <i>WSJ</i> “ERs move to speed care; not everyone needs a bed. Aug 2, 2011 • <i>WSJ</i> “How a Hospital stumbled across an Rx for Medicaid” June 22, 2006 • <i>WSJ</i> “Portland Hospital gives Acutely Ill a Homecare Option” Apr 19, 2006 • <i>NYT</i> “Attention Shoppers: Low prices on shots in clinic” May 14, 2006 <p>Services: Airlines Industry Example</p> <ul style="list-style-type: none"> • <i>WSJ</i> “For US Airlines, a Shakeout runs into heavy turbulence” Sept 19, 2005 • <i>WSJ</i> “Nuts-and-bolts savings” May 3, 2005 • <i>WSJ</i> “How US Airways vaulted to first place” Jul 22, 2008 • <i>NYT</i> “To save fuel, airlines find no speck too small” June 11, 2008 • <i>Washington Post</i> “US airlines make money again by flying less” Jan 25, 2011 (see class 1) • <i>B.Businessweek</i> “Ryanair’s O’Leary: The Duke of Discomfort” Sept 2, 2010 and related media picture: http://www.businessweek.com/magazine/content/10_37/b4194058004420.htm <p>Manufacturing: Automotive Industry Example</p> <ul style="list-style-type: none"> • <i>WSJ</i> “Hidden Costs” Oct 17, 2005 • <i>WSJ</i> “Ford seeks big savings by overhauling supply system” Sept 29, 2005 • <i>WSJ</i> “Honda’s Flexible Plants Provide Edge” Sept. 23, 2008 • <i>NYT</i> “At Toyota, a global giant reaches for agility” Feb 22, 2008 • <i>NYT</i> “Four wheels for the masses: the \$2500 car” Jan 8, 2008 • <i>WSJ</i> “Coaxing miles from a Chevy redesign” Aug 30, 2011 	---none---

Class	Agenda/Overview of Topics	Required article readings	Required case readings
5	<p>Structural Cost Management: developing processes for cost effective production and delivery</p> <ul style="list-style-type: none"> • Matching process costs to business strategy • New business models <p>Executorial Cost Management: Assessing and managing costs of ongoing operations:</p> <ul style="list-style-type: none"> • Process improvement 	<p><i>Applications: Consequences of poor process design:</i></p> <ul style="list-style-type: none"> • <i>WSJ</i> “Starbucks earnings rise 16%; wait time curbs sales growth. Aug 3, 2006. • <i>WSJ</i> “Wendy’s stumbles with Baja Fresh” Jan 4, 2005 • <i>NYT</i> “Alcohol isn’t worth the trouble for some chain restaurants” Sept 26, 2011 <p><i>Applications: Other process re-design and improvement in restaurant industry</i></p> <ul style="list-style-type: none"> • <i>WSJ</i> “The Prix Fixe Is In” Oct 7, 2006 • <i>NYT</i> “The long-distance journey of a fast-food order” Apr 11, 2006 • <i>WSJ</i> “A Future with Fewer Reservations” May 23, 2009 • <i>BBusinessweek</i> “Hold the check, please” Apr 10, 2011. 98-99. • <i>WSJ</i> “Restaurant franchises try truckin’ as a way to grow” Oct 28, 2010 • <i>WSJ</i> “Food Makers Scrimp on Ingredients In An Effort to Fatten Their Profits” Aug 23, 2008 <p><i>Applications: ‘Lean’ Process re-design:</i></p> <ul style="list-style-type: none"> • <i>WSJ</i> “Latest Starbucks Buzzword: ‘Lean’ Japanese techniques.” Aug 4, 2009 • <i>BBusinessweek</i> “Fast and Furious” May 9-15, 2011, 64-69 • <i>WSJ</i> “Louis Vuitton tries modern methods of factory lines” Oct 9, 2006 • <i>NYT</i> “Factory efficiency comes to the hospital” Jul 10, 2010 (see class 4) • <i>USAToday</i> “Post office turns to small-town mini-mart for savings” Sept 15, 2011 • <i>WSJ</i> “A Cheaper Alternative to Outsourcing” Apr 10, 2006 	Benihana of Tokyo (9-673-057)

6	<p>Structural Cost Management: developing products with competitive cost structure</p> <ul style="list-style-type: none"> • Target costing • Relevant Costs • Lifecycle Costs <p>Team Project #1 assigned, with some classtime for project planning</p>	<p><i>Theory/Frameworks</i></p> <ul style="list-style-type: none"> • HBR “<i>The Ultimate Creativity Machine: How BMW Turns Art into Profit</i>” Reprint R0101B • HBR “<i>Control Tomorrow’s Costs Through Today’s Designs</i>” Reprint 96104 • WSJ “<i>Finding your innovation fulcrum</i>” Dec 12, 2005 <p><i>Case Follow-up:</i></p> <ul style="list-style-type: none"> • WSJ A slump in car sales forces Nissan to start cutting swollen costs. Mar 3, 1993. <p><i>Applications: Product design in the auto/transportation industry</i></p> <ul style="list-style-type: none"> • WSJ “Unpopular models slow down GM” Sept 9, 2008 • WSJ “Coaxing miles from a Chevy redesign” Aug 30, 2011 (See class 4) • <i>The Economist</i> “The lowdown on teardowns” Jan 23, 2010. • NYT “Four wheels for the masses: The \$2500 Car” Jan 8, 2008 (See class 4) • <i>Washington Post</i> “India’s Tata Nano, ‘the world’s cheapest car,’ struggles to move ahead” Jan 3, 2011 • <i>The Economist</i> “Tata’s Nano Stuck in Low Gear” Aug 20, 2011 <p><i>Applications: Product and service design in competition to the automobile</i></p> <ul style="list-style-type: none"> • NYT “Share my Ride” March 8, 2009 • <i>USA Today</i> “An Iphone gets Zipcar drivers on their way” Sept 29, 2009 • <i>BBusinessweek</i> “Want electric cars en mass? Rethink warranties. Apr 8, 2010. • <i>BBusinessweek</i> “Technology: Stranger you can drive my car” Dec 13-19, 2010. 39-40. • <i>BBusinessweek</i> “The Megabus Effect” Apr 11-17, 2011. 62-7. • WSJ “Buses take off, but not everybody is on board” May 23, 2011 	<p>Nissan Motor Company Ltd (9-194-040)</p>
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Class	Agenda/Overview of Topics	Required article readings	Required case readings
7	<p>Team Project #1: Paper & Presentations: Analysis of Process Costs</p> <p>Structural Cost Management: process and product design for low cost-in-use:</p> <ul style="list-style-type: none"> • costs of customers and channels • cost of ownership to customers <p>Executorial Cost Management: measuring and managing customer profitability</p>	<p>Skim the team papers --- available in SmartSite Folder at least 48 hours before the start of class.</p> <p><i>Theory/Frameworks</i></p> <ul style="list-style-type: none"> • HBR “Lean Consumption” Reprint R0503C • Using ABC to Manage Customer Mix and Relationships (9-197-094) <p><i>Applications: customer profitability and lean consumption</i></p> <ul style="list-style-type: none"> • WSJ “Analyzing Customers, Best Buy decides not all are welcome” Nov 8, 2004 • NYT “Miles of Aisles for a Gallon of Milk? Not Here.” Sept 10, 2008 • NYT “Attention Shoppers: Low prices on shots in clinic” May 14, 2006. (see class 4) • BBusinessweek “The Megabus Effect” Apr 11-17, 2011. 62-7. (see class 6) • BBusinessweek “Technology: Stranger you can drive my car” Dec 13-19, 2010. 39-40. (see class 6) • USA Today “An Iphone gets Zipcar drivers on their way” Sept 29, 2009 (see class 6) • NYT “Google’s buses help its workers beat the rush. Mar 10, 2007 	<p>Innovation at Progressive (A) and (C) (9-602-175) (9-601-139)</p>
8	<p>Structural Cost Management: designing distribution channels for low cost</p> <ul style="list-style-type: none"> • Incentives • Pricing and its many forms <p>Team Project #2 assigned, with classtime for project planning</p>	<p><i>Theory/Frameworks</i></p> <ul style="list-style-type: none"> • HBR “Aligning incentives in Supply Chains” Reprint 8363 <p><i>Applications: Incentives and Measurement in Cost Management</i></p> <ul style="list-style-type: none"> • NYT “Selling Soap” Sept 24, 2006 • NYT “Utilities turn their customers green, with envy” Jan 31, 2009 • USAToday “Employee incentives drive lower-cost health care. Sept 22, 2011 • NYT “Medicare plans for Payments Irks Hospitals. May 30, 2011. (See class 4) <p><i>Applications: Pricing vs. costing</i></p> <ul style="list-style-type: none"> • WSJ “Trucker Rewards Customers for Good Behavior” Sept 9, 2003 • WSJ “Public Schools Charge Kids for Basics, Frills” May 25, 2011 • WSJ “TXU Energy uses credit information to assess its rates” Sept 9, 2004 • The Chronicle of Higher Ed “With new lists, Federal Government moves to help consumers and prod colleges to limit price increases.” June 30, 2011 	<p>Owens and Minor (A) (9-100-055)</p>

Class	Agenda/Overview of Topics	Required article readings	Required case readings
9	<p>Team Project#2: Paper & Presentations: Analysis of Cost of Ownership</p> <p>Structural Cost Management: designing supply chains for low cost</p> <ul style="list-style-type: none"> • Sourcing decisions • Logistics cost minimization • Costs of ownership • Risk management <p>Executional Cost Management:</p> <ul style="list-style-type: none"> • Supplier performance • Scheduling for low cost production and inventory management 	<p>Skim the team papers --- which will be available in SmartSite Folder at least 48 hours before the start of class.</p> <p><i>Theory/Frameworks</i></p> <ul style="list-style-type: none"> • <i>CalMgtRev</i> "Williamson's contribution and its relevance to 21st century capitalism" <i>Winter 2010</i> • HBR "A Smarter Way to Buy" June 2001 Reprint F0106B • HBR "Inventory-driven costs" 83 (3): 135. Mar 2005 • <i>McKinsey Qtrly</i> "When offshore manufacturing doesn't make sense" 2004 (4):53. • <i>McKinsey Qtrly</i> "Building the supply chain of the future" Jan 2011 <p><i>Applications:</i></p> <ul style="list-style-type: none"> • <i>NYT</i> "A Dream Interrupted at Boeing" Sept 6, 2009 • <i>BBusinessweek</i> "Coping with Commodity Shock" Oct 4-10, 2010. pp 53-4. • <i>WSJ</i> "Tight supplies, tight partners" Jan 10, 2011. • <i>BBusinessweek</i> "Downsides of Just-in-time Inventory" Mar 28-Apr 3, 2011 17-18. • <i>WSJ</i> "Otis shifts work closer to home" Oct 7, 2011 • <i>BBusinessweek</i> "To boost buying power, Wal-mart woos partners" Oct 11-17, 2010 	<p>Supplier Management at Sun Microsystems (OIT-16A)</p>
10	<p>Structural Cost Management:</p> <ul style="list-style-type: none"> • Design products and processes for product life-cycle • sustainability, responsibility, and shareholder value • Pricing/costing externalities <p>Executional Cost Management:</p> <ul style="list-style-type: none"> • Measuring and managing environmental performance 	<p><i>Theory/Frameworks</i></p> <ul style="list-style-type: none"> • <i>McKinsey Qtrly</i> "What is environmental strategy?" 1993 (4):53. • <i>HBR</i> "The Reverse Supply Chain" Feb 2002 Reprint F0202D. • <i>McKinsey Qtrly</i> "How US health care reform will affect employee benefits" June 2011 <p><i>Applications: Environmental costs, prices and taxes</i></p> <ul style="list-style-type: none"> • <i>Economist</i> "A lean, clean electric machine" Dec 10, 2005 • <i>NYT</i> "A state says makers must pay for recycling PC's and TV's" Mar, 25, 2006 • <i>NYT</i> "Seeking fiscal health without gas tax" Mar 25, 2006 • <i>WSJ</i> "Kicking the cans" Jul 29, 2008 <p><i>Applications: Other externality costs to consider</i></p> <ul style="list-style-type: none"> • <i>Economist</i> "Business and AIDS in Africa: Follow my lead" Oct 11, 2003 • <i>WSJ</i> "States are battling against Wal-mart over health care" Nov 1, 2004 • <i>NYT</i> "Wal-mart cuts some health care benefits. Oct 20, 2011 <p>(CONTINUED)</p>	<p>No case</p>

<p>10 (cont.)</p>	<p>Cost Management in Organizational Culture</p> <ul style="list-style-type: none"> • Establishing A Culture of Thrift • Cost cutting in crisis <p>Final Exam Discussion Course overview and exam format.</p>	<p><i>Cost Management Leadership: Theory and Evidence</i></p> <ul style="list-style-type: none"> • <i>McKinsey Quarterly</i> “Managing Overhead Costs” 2005 (1): 106-117 • <i>Newsweek</i> “Lay off the Layoffs” Feb 5, 2010 • <i>The Economist</i> “Time to put ideas into practice” Apr 25, 2005 • <i>HBR</i> “Turn cost cutting into a core competence” reprint U0212B • <i>Leadership Excellence</i> “Pride in Thrift” Apr 2005 • <i>NYT</i> “In Praise of Dullness” May 19, 2009 	
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