



The first Semester

Kasetsart Business School (KBS)

Department of Accounting

Course Syllabus

01140561 : Advanced Managerial Accounting

Credit: 3(3-0-6)

Prerequisite: None

Class Time and Venue:

For the class time information, please see the class schedule indicated at the end of the syllabus. As for the venue, the classroom will be announced by the KIMBA program subsequently. Due to the COVID-19 pandemic, lectures may be delivered online. However, it could be switched back to a normal classroom depending on any announcements made by the university. Microsoft Teams is chosen as a primary platform to deliver online lectures. All students are required to enroll to this course on MS Teams.

Instructors:

1) **Asst. Prof. Usarat Thirathon, Ph.D.**

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Faculty of Business Administration
Kasetsart University, Bangkhen Campus

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E-mail: usarat.t@ku.ac.th

2) **Komkrit Singjai, Ph.D.**

Department of Accounting
Faculty of Business Administration
Kasetsart University, Bangkhen Campus

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3) **Asst. Prof. Thamrongsak Svetalekth, Ph.D.**

Department of Accounting
Faculty of Business Administration
Kasetsart University, Bangkhen Campus

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Objectives:

Advanced Managerial Accounting (also known as Advanced Management Accounting or Accounting for Planning and Control) aims at exposing you to accounting information needed for planning, controlling, and decision-making. In addition, this course will emphasize more on cost analysis that is crucial for successful management. This course can be divided into three areas:

- 1) cost accumulation and product costing,
- 2) planning and control, and
- 3) managerial decision-making

Course Outline:

- 1) Overview of Managerial Accounting and Cost Concepts
- 2) Job-Order Costing
- 3) Process Costing
- 4) Cost Behavior and Cost-Volume-Profit Relationships
- 5) Absorption Costing and Variable Costing
- 6) Activity-Based Costing
- 7) Profit Planning (Budgeting)
- 8) Flexible Budgets and Performance Analysis
- 9) Standard Costs and Variances
- 10) Performance Measurement in Decentralized Organizations
- 11) Differential Analysis

Required Readings:

1. Managerial Accounting 17th Edition 2020 by R. Garrison, E. Noreen, and P. Brewer. McGraw-Hill Education.
2. Instructor's handouts

Suggested Readings:

- ✓ Mowen, M. M., Hansen, D. R., & Heitger, D. L. (2017). *Cornerstones of Managerial Accounting*, 6th Edition. Bangkok: Cengage Learning.
- ✓ Hopper, T., & Bui, B. (2016). Has management accounting research been critical?. *Management Accounting Research*, 31, 10-30.
- ✓ Bromwich, M., & Scapens, R. W. (2016). Management accounting research: 25 years on. *Management Accounting Research*, 31, 1-9.
- ✓ Periodicals such as Journal of Cost Management, Management Accounting Research, Journal of Accountancy, and Strategic Finance

Grading Policy:

Criteria		
1) Usarat	Mini Case, Quizzes, Assignments and Participation including attendance*	20%
2) Komkrit	Mini Case, Quizzes, Assignments and Participation including attendance*	20%
3) Thamrongsak	Mini Case, Quizzes, Assignments and Participation including attendance*	20%
4) Comprehensive	Final Exam (Usarat 10%, Komkrit 15%, Thamrongsak 15%)	40%
Total		100%

**Breakdown of 20% depends on each instructor's discretion. However, the instructor will disseminate information about the breakdown at the beginning of his/her first session.*

Mini Cases:

Students will be asked to form a group voluntarily with the only condition of no more than one member with accounting background in the group. We would suggest you select members with various backgrounds for the ultimate benefits from case discussions. Every member must take full responsibility of the group work. In other words, cases submitted reflect efforts of all members as a whole. As a result, points will be assigned to all members *equally*. You must learn teamwork skills because they are very essential in business reality.

Participation:

We welcome you to jump into any class discussions. Active participation will make the class interesting and dynamic. Besides the points you will receive from the participation, this is the time for you to hone communication skills needed in business. You will learn how to express your opinion constructively and respect/react appropriately to other people's comments. There is a ground rule for the class discussion: "No one in the class will regard your comments/questions as stupid ones."

Tentative Class Schedule:

Class		Date	Topic	Readings
Usarat	1	Wed 3 Nov (18.00-21.00)	Managerial Accounting and Cost Concepts	Ch. 1
	2	Thu 4 Nov (18.00-21.00)	Job-Order Costing: Calculating Unit Product Costs	Ch. 2
	3	Sun 7 Nov (9.00-12.00)	Job-Order Costing: Cost Flows and External Reporting	Ch. 3
	4	Sun 7 Nov (13.00-16.00)	Process Costing	Ch. 4
Komkrit	5	Mon 8 Nov (18.00-21.00)	Cost-Volume-Profit Relationships	Ch. 5
	6	Wed 10 Nov (18.00-21.00)	Variable Costing and Segment Reporting	Ch. 6
	7	Thu 11 Nov (18.00-21.00)	Activity-Based Costing: A Tool to Aid Decision Making	Ch. 7
	8	Sun 14 Nov (9.00-12.00)	Master Budgeting	Ch. 8
	9	Sun 14 Nov (13.00-16.00)		
Thamrongsak	10	Mon 15 Nov (18.00-21.00)	Flexible Budgets and Performance Analysis	Ch. 9
	11	Wed 17 Nov (18.00-21.00)	Standard Costs and Variances	Ch. 10
	12	Thu 18 Nov (18.00-21.00)	Responsibility Accounting Systems	Ch. 11
			Strategic Performance Measurement	Ch. 12
	13	Sun 21 Nov (9.00-12.00)	Differential Analysis: The Key to Decision Making	Ch. 13
14	Sun 21 Nov (13.00-16.00)	Capital Budgeting Decisions	Ch.14	
Final Exam will be held on Mon 29 November (18.00-21.00)				

The schedule may be changed with notice.

(Komkrit Singjai)
Course Coordinator
August 3, 2021



ADVANCED MANAGERIAL ECONOMICS

Kasetsart International MBA program

Kasetsart University

Lecturer: Libor Grega, Prof., Ph.D.

Department of Regional and Business Economics

Mendel University in Brno, Czech Republic

Objective of the course

The objective of the course is to provide an economic approach to the understanding of managerial principles and corporate success. The application of economics to managerial decision-making can greatly enhance companies' strategic planning processes and contribute to the emergence of successful business strategies. Enterprises are complex organisations, their managers constantly make decisions that affect the economic viability of the firms in which they operate. Why do some companies succeed and others fail, how can management reverse the fortunes of declining firms, what allows emerging companies to be successful in highly competitive industries? This course addresses the application of economics to the understanding and treatment of modern business.

Recommended Text

Christopher R. Thomas, S. Charles Maurice, *Managerial Economics - Foundations of Business Analysis and Strategy*, 13th Edition. ©The McGraw-Hill Companies, Inc., 2020.

Course outline

„Topics“ do not exactly correspond to lectures

- Topic 1: Managers, Profits, and Markets
- Topic 2: Demand, Supply, and Market Equilibrium
- Topic 3: Marginal Analysis for Optimal Decisions
- Topic 4: Basic Estimation Techniques
- Topic 5: Theory of Consumer Behaviour
- Topic 6: Elasticity and Demand
- Topic 7: Demand Estimation and Forecasting
- Topic 8: Production and Cost in the Short Run
- Topic 9: Production and Cost in the Long Run
- Topic 10: Production and Cost Estimation
- Topic 11: Managerial Decisions in Competitive Markets
- Topic 12: Managerial Decisions for Firms with Market Power
- Topic 13: Strategic Decision Making in Oligopoly Markets
- Topic 14: Advanced Pricing Techniques

Topic 15: Government Regulation of Business

The timing of the teaching of individual topics may vary slightly depending upon the time needed to cover certain topic areas

Assignments titles

1. Apply most relevant analysed concept(s) for the industry in which you are employed, and evaluate benefits which could bring this application.

Assignment instructions:

- Every student must complete an assignment individually
- Assignments should be approximately 1500 words in length (excluding bibliography and references).
- All assignments must be fully referenced with a full bibliography attached

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Student evaluation

- | | |
|-----------------------------|---|
| – Assignment | 30% |
| – Final written examination | 70% (1/3 group exam, 2/3 individual exam) |

KIMBA
Faculty of Business Administration
Course Syllabus
First Semester
01134511 Advanced Marketing
Management

1. Instructor

1.1 Assistant Professor Dr. Sirirat Kosakarika

Marketing Department, Kasetsart Business School, Kasetsart University

E-Mail Address: fbussrko@ku.ac.th

1.2 Assistant Professor Dr. Chonlada Sajjanit

Marketing Department, Kasetsart Business School, Kasetsart University

E-Mail Address: chonlada.saj@ku.th

1.3 Associate Professor Chuenjit Changchenkit

Marketing Department, Kasetsart Business School, Kasetsart University

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1.4 Assistant Professor Dr. Thirarut Worapishet

Marketing Department, Kasetsart Business School, Kasetsart University

E-Mail Address: thirarut.s@ku.ac.th

2. Course Objectives

2.1 To enable students to analyze changing marketing environment, develop marketing strategies and conduct a marketing plan to create competitive advantages for businesses

2.2 To enable students to solve marketing problems via case studies

2.3 To enable students to make a decision on changing marketing environment for sustainable growth in economy and society

3. Course Description

Philosophies and operation in complicated marketing system. The study of consumer behavior, market segmentation, market demand analysis and forecasting. Determination of marketing policies. Strategies and marketing mix management. Marketing planning, organizing, controlling and evaluation of marketing management plans including problem analysis and finding conclusion to solve problems. Philosophies and operation in complicated marketing system. The study of consumer behavior, market segmentation, market demand analysis and forecasting. Determination of marketing policies. Strategies and marketing mix management.

Marketing planning, organizing, controlling and evaluation of marketing management plans including problem analysis and finding conclusion to solve problems.

4. Text Books & Learning Media

Kotler, P., & Kevin. L. K. (2016). *Marketing Management, 15th ed.*, Pearson Education Limited.

Kotler, P., Kartajaya, H., & Setiawan, I. (2021). *Marketing 5.0*. John Wiley & Sons Inc.

Case studies, Websites and Social Media

5. Scoring

Assignment, Case Analysis and Discussion	30%
Project (Marketing Plan): Report and Presentation	30%
Final Examination	<u>40%</u>
	<u>100%</u>

6. Tentative Class Schedule

Class	Date	Topic & Assignment	Instructor
1	Wed 6 Oct 6.00 - 9.00 pm	Defining Marketing for the New Realities	Assistant Professor Dr. Sirirat Thirarut
2	Thu 7 Oct 6.00 - 9.00 pm	Developing Marketing Strategies	Assistant Professor Dr. Sirirat Thirarut
3-4	Sun 10 Oct 9.00 am - 4.00 pm	-Analyzing Marketing Environment -Data Analytics and Customer Insights	Assistant Professor Dr. Sirirat Prapimpan, Thirarut
5	Mon 11 Oct 6.00 - 9.00 pm	Identifying Market Segments and Targets and Crafting the Brand Positioning	Assistant Professor Dr. Sirirat Prapimpan
6	Thu 14 Oct 6.00 - 9.00 pm	Analyzing Consumer Market and Business Market Developing Marketing	Associate Professor Chuenjit

7-8	Sun 17 Oct 9.00 am – 4.00 pm	Developing Marketing Plans Building Strong Brands	Associate Professor Chuenjit
7	Mon 18 Oct 6.00 - 9.00 pm	Introducing New Market Offerings and Managing Services	Assistant Professor Dr. Chonlada
8	Wed 20 Oct 6.00 -9.00 pm	Developing Pricing Strategies and Program	Assistant Professor Dr. Thirarut
9	Thu 21 Oct 6.00 - 9.00 pm	Analyzing Consumer Market and Business Market	Associate Professor Chuenjit
10	Mon 25 Oct 6.00 - 9.00 pm	Building Strong Brand	Associate Professor Chuenjit
11	Wed 27 Oct 6.00 - 9.00 pm	Designing and Managing Integrated Marketing Channels	Assistant Professor Dr. Thirarut
12	Thu 28 Oct 6.00 - 9.00 pm	Designing and Managing Integrated Marketing Communications and Tools	Assistant Professor Dr. Chonlada
13	Sun 30 Oct 9.00 am – 12.00 pm	Conducting Marketing Responsibility for Long-term Success	Assistant Professor Dr. Chonlada
14	Sun 30 Oct 1.00 pm - 4.00 pm	Project Presentation	Assistant Professor Dr. Sirirat Assistant Professor Dr. Chonlada

Kasetsart International MBA Program

Course Syllabus

01140581 Management of Multi-national Business

Professors: Dr. Gregor SCHMALZ, Prof. Roderick Macdonald, Assoc. Prof. Dr. Tanachot BOONVORACHOT and Asst. Prof. Dr. Haruthai Numprasertchai

Subject Co-ordinator: Asst. Prof. Dr. Haruthai NUMPRASURTCHAI
Asst. Prof. Dr. Nirundon TAPACHAI

Year\Semester: Seminars: Semester 1
15 Seminars

Total Semester hours: 45 hours

Pre-requisite(s): Not Applicable

Coordinator Asst. Prof. Dr. Haruthai NUMPRASURTCHAI,
Asst. Prof. Dr. Nirundon TAPACHAI

E-mail: haruthai.p@ku.th, ntapachai@yahoo.com

Office Location: Room 1201, 1Fl., Building 1 Faculty of Business Administration

Subject Description:

Globalization, stemming from reduced trade barriers, technological advancements, and the proliferation of multinational organizations, and international joint ventures has rapidly changed the nature of business behaviour today. Yet, the fall of trade barriers has been followed (inevitably) by a rise in "natural" barriers and success in the international business environment requires a global mindset in order to understand and succeed in a "borderless" world. This course primarily focuses on developing students' understanding of the interrelationship between international business policies and natural barriers, important aspects of international management and entrepreneurship, and how these can impact on multinational enterprises' formulation of economic, entrepreneurial and management processes.

Subject Aims:

The aim of this subject is develop students' understanding of issues that relate to the following topics: Impact of international business; Culture and international business; Scale, scope and international entrepreneurship; Ethics and social responsibility; National trade and investment policies; Theory of international trade and investment; The international economic activity of the nation; International business preparation and market entry; International business strategy and operations; and International services.

Subject Objectives:

On completion of this subject, students should be able to:

Understand and appreciate the impact of international forces on the national on the global enterprise;

Develop students' understanding of differences in national culture and social institutions;

Understand and apply two key cultural models, Hofstede (1980) and Trompenaars (1993), and appreciate each model's limitations;

Understand the influence on national culture on management processes such as communication, motivation, human resource management;

Understand strategic management in the multinational company;

Develop an understanding of the importance of the role of business ethics and social responsibility;

Develop an understanding of trade theories and their relevance to the push (in recent times) towards freer trade;

Understand the causes and consequences of trade barriers and appreciate the importance of the World Trade Organisation's objectives;

Understand international capital movements through foreign direct investment and multinational corporations.

Learning Methods:

A combination of lectures and workshops.

A range of learning methods will be adopted such as experiential exercises, videos, case studies, newspaper articles and articles from the academic literature. Students are encouraged to discuss their own work experiences as it relates to the subject matter

Assessment:

Student Presentation	40%
Final Examination	60%
Total	100 %

Prescribed Textbook: International Business: Competing in the global marketplace (Charles W.L. Hill) 13th Edition

Other References: All extra literature to be provided by the lecturer

01140581 Management of Multi-national Business		
Lecture	Topic	Remarks and Reading
1 (HN) Wednesday 8/09/2021 18.00 – 21.00	- Course Overview Cultural Dimension International Business	Hill, C. et al., Chapter XX
2 (HN) Thursday 9/09/2021 18.00 - 21.00	Cross Cultural Communication	Hill, C. et al., Chapter XX
3 Assoc. Prof. Dr. Tanachot Saturday 11/09/2021 09.00 – 12.00	International Financial Management (Part I)	TBA
4 Assoc. Prof. Dr. Tanachot Saturday 11/09/2021 13.00 - 16.00	International Financial Management (Part II)	TBA
5 (GS) Monday 13/09/2021 18.00 – 21.00	Globalization and International Business	Session 1 PPT Hill, C et al, Chapter 1
6 (GS) Wednesday 14/09/2021 18.00 – 21.00	Country Evaluation & Selection Market Entry & Strategies (Part I)	Session 2 PPT Hill, C et al, Chapter 12,14 Mini-Case: WM
7 (GS) Thursday 16/09/2021 18.00 – 21.00	Country Evaluation & Selection Market Entry & Strategies (Part II)	Session 3 PPT Hill, C et al, Chapter 12,14 Case: Carlsberg
8 (GS) Sunday 19/09/2021 13.00 – 16.00	International Trade Theory	Session 4 PPT Hill, C et al, Chapter 5
9 (GS) Sunday 19/09/2021 17.00 – 20.00	Foreign Direct Investment	Session 5 PPT Hill, C et al, Chapter 7 Case: Australia
10 (GS) Monday 20/09/2021 18.00 – 21.00	Regional Economic Integration – Cross National Institutions / Co-operations & Agreements	Session 6 PPT Hill, C et al, Chapter 8,10
11 (GS) Wednesday 22/09/2021 18.00 – 21.00	Ethics / HR Challenges / Emerging Markets	Session 7 PPT Hill, C et al, Chapter 4, 18
12 (GS) Thursday 23/09/2021 18.00 – 21.00	International Operation Mgmt	Session 8 PPT Hill, C et al, Part 5 and Part 6
13 Prof. Roderick Macdonald Sunday 26/07/2021 09.00 - 12.00	International Strategic Management and organizational Structure	TBA
14 Prof. Roderick Macdonald Sunday 26/07/2021 13.00 – 16.00	International marketing and logistic management	TBA
15 (HN) Mon. 27/09/2021 18.00-21.00	Student Presentation	



MBA. KU BUSINESS SCHOOL. COURSE: STRATEGIC MANAGEMENT

Professor: Dr. George Monray.
Contact hours: 45.

Objectives

This course is concerned with strategy issues at the business unit level. Its focus is on the question of how firms can create and sustain a competitive advantage. A central part of the course deals with concepts that have been developed around the notions of complementarities and fit. Other topics covered in the course include the creation of competitive advantage through commitment, competitor analysis, and different organizational responses to environmental changes, real options, modularity, and increasing returns. An important feature of the course is a term-length project in which groups of participants work on firm analyses that require the application of the course concepts.

Learning outcomes

- Reduce risk in the decision making process.
- Analyze the main structural features of an industry and develop strategies that position the firm most favorably in relation to competition and influence industry structure to enhance industry Attractiveness.
- Recognize the different stages of industry evolution and recommend strategies appropriate to each stage.
- Appraise the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage and formulate strategies that leverage a firm's core competencies.
- Demonstrate understanding of the concept of competitive advantage and its sources and the ability to recognize it in real-world scenarios.
- Distinguish the two primary types of competitive advantage: cost and differentiation and formulate strategies to create a cost and/or a differentiation advantage.
- Analyze dynamics in competitive rivalry including competitive action and response, first-mover advantage, and winner-take-all and make appropriate recommendations for acting both proactively and defensively.
- Formulate strategies for exploiting international business opportunities including foreign entry strategies and international location of production.
- Make recommendations for vertical changes in the boundary of the firm based on an understanding of the advantages of vertical integration and outsourcing and the factors that determine the relative efficiency of each.
- Make recommendations for horizontal changes in the boundary of the firm based on an understanding of the conditions under which diversification creates value.
- Demonstrate the ability to think critically in relation to a particular problem, situation or strategic decision through real-world scenarios.
- Recognize strategic decisions that present ethical challenges and make appropriate recommendations for ethical decision-making



Contents

The subject is divided into 11 different topics which appear in the provided documentation:

1. The nature of SM.
2. Vision and Mission.
3. External Analysis.
4. Internal Analysis.
5. Strategy in Action.
6. Strategic Analysis and Choice-Decision.
7. Strategic Implementation I.
8. Strategic Implementation II.
9. Strategic Review and contingency analysis.
10. Business Ethics and its impact on Strategies.
11. Global Strategies.

Teaching methodology

Combination of lecture and case study analysis. Practical approach. Participative.

Assessment criteria

Final Exam: 70%. Class participation: 30%

Cases to work during the sessions

1. Blackberry
2. JetBlue Airways
3. Culture Clashes, Metha Investment Group.
4. I quit again
5. Offensive motivational strategies
6. When culture saved the day-stv
7. EDB and Country patterns-2018

Basic reference:

David, Fred & David. Strategic Management: A competitive advantage approach. Edition 16th. Prentice Hall. International Edition 2017.

Recommended reading:

Kim, W. C.; Maugbourne, R. (2006) *The Blue Ocean Strategy: How to Create Uncontested Marketplace and Make the Competition Irrelevant*, Harvard Business School Press.

Important: Not preparing individually the case studies before the sessions will deduct points significantly.