Texas Executive Education

The University of Texas at Austin McCombs School of Business

800.409.3932

ExecEd@mccombs.utexas.edu | www.mccombs.utexas.edu/ExecEd



Performance Management and Control: Creating a Culture of Planning, Execution, and Accountability

"Very good explanation and presentation of material."

Troy Mills

Etch Materials Manager, Applied Materials

The fundamental question of managerial accounting was voiced by the legendary former CFO of Cisco Systems, Larry Carter. He said, "From a management and fiduciary role, I do not want to lose control. But we also want to continue to move at a rapid pace. The traditional answer to growth is more controls but the bureaucracy then slows you down. How do you stay at the pace of a start up?"

In this two-day program, we will discuss fundamental performance management and control systems, including structured measurement models, analytical techniques, and system biases. Our goal will be to establish a firm grounding in proven measurement techniques while also addressing cost-benefits issues: knowing what we need to know for managing and controlling performance without excessively constraining the organization. This program will deliver ideas to help you do your job better by promoting better performance measurement systems, challenging ineffective or inefficient metric and creating a culture of planning, execution, and accountability.

Topics

- Defining internal business measurement and control
- Who says a product or service is unprofitable? And should you believe them?
- How do we think about and assign capacity costs?
- Is budgeting (cost) effective as a management tool?
- What do budget-actual variances tell us, and who is accountable for them?
- How can controls promote, not restrict, an entrepreneurial culture?
- Is it possible to predict future financial performance using today's operating performance?

Key Benefits _____

There are six learning objectives for this class. When you leave, you should be able to:

- Understand the elements of an effective performance management and control system
- Evaluate the output of systems that report cost and profitability performance in a moderately complex operation
- Propose a system of strategic and operational control including belief, boundary, diagnostics and interactive controls
- Describe the operation of an effective master budgeting system
- Analyze and interpret budget-actual variances and assess responsibility for them
- Design a balanced Scorecard performance management system for a business unit

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Faculty _____

Brian Lendecky, CPA, MPA

Senior Lecturer, Department of Accounting. Brian started his career at PricewaterhouseCoopers, and has managed accounting departments in the food manufacturing, energy, and medical supplies manufacturing industries. He is a licensed CPA in the State of Texas and is a proud alumnus of the McCombs School's MPA program. He joined the University of Texas at Austin faculty in 2006 and teaches Financial Accounting, Cost and Managerial Accounting, and the Tax Practicum course. Brian also teaches Financial and Managerial Accounting courses in the McCombs Executive Education program, the Mexico City and Dallas / Ft. Worth MBA programs, the ESCP-EAP European School of Management in Paris, the VSE School of Economics in Prague, and the Chinese University of Hong Kong. Brian has received numerous teaching awards including the 2010 CBA Foundation Advisory Council Award for Teaching Innovation and the MPA Council's 2011 Outstanding Accounting Faculty Award.

David E. Platt, Ph.D.

Director, Center for International Business Education & Research; Senior Lecturer, Department of Accounting. Dr. David Platt earned his BS in Economics from the Wharton School at the University of Pennsylvania, his MBA in Marketing from Syracuse University, and his PhD in Accounting from Cornell University. He joined the McCombs School in 1996 after working for Pricewaterhouse Coopers (assurance services, clients including Campbell Soup and Vanguard Mutual Funds) and Raymond Corporation (financial and product management in supply chain capital goods and software integration). He has taught in the BBA and MPA programs, receiving teaching awards at the undergraduate and graduate levels, and is currently teaching in the school's MBA and executive programs in Austin, Houston, and Mexico City. Dr. Platt is also the Director of UT-Austin's Center for International Business Education and Research (CIBER) and has served as chairman of the Partnership in International Management (a consortium of leading graduate business schools with member schools in 35 countries).

Registration and Fees _____

The program fee includes materials, lunches and breaks.

You may register on-line at www.mccombs.utexas.edu/execed or call Texas Executive Education at 800.409.3932

For information on the cancellation and transfer policies: www.mccombs.utexas.edu/execed/register.asp#Cancellation

Continuing Education Credits ____

Participants earn 1.40 continuing education units (CEU) or 14 (CPE). There are no prerequisites and a certificate of completion will be presented from Texas Executive Education.

Schedule

This two-day program meets from 8:30 a.m. to 4:30 p.m. A schedule and campus map with location information will be sent approximately two weeks prior to the session with your paid registration. Registration is not complete until payment is received.