

Controlling Instruments in the Intop Business Game



Seminar paper from the year 2013 in the subject Business economics - Controlling, grade: 1,3, University of Munster (Institut für Unternehmensrechnung und -besteuerung), course: INTOP-Seminar, language: English, abstract: Hans B. Thorelli, Robert L. Graves and Lloyd T. Howells, the initial developers of INTOP, put strong emphasis on the ubiquity of entrepreneurial opportunities and decision situations that INTOP participants have to cope with. Against this complex background, this paper aims at showing how strategic and operative controlling instruments can be used to structure information and thus to provide support in both strategic and operative decision situations. The underlying understanding of controlling in this paper is based on Robert J. Mocklers concept of management control as a systematic effort by business management to compare performance to predetermined standards, plans or objectives (...). According to Mockler, controlling begins with a firms plans and expectations, which shape its objectives and standards. These objectives and standards are considered as preconditions for performance measurement. Given its aim, this paper is split into two parts. Chapter two deals with the strategic dimension of controlling. In 2.1, the structure of the radio industry is analysed using Porters five forces. In 2.2, the results of this analysis are used to discuss an INTOP companys strategic alternatives, following the three generic strategies developed by Porter. 2.3 includes an exemplary operationalization of the strategy of cost leadership using Kaplan and Nortons Balanced Scorecard. In chapter three, controlling is seen from its operative perspective. In 3.1, it is shown how a multiple-stage margin accounting system can be used to improve decisions concerning product policy. In 3.2, a break-even analysis is used to determine

the right timing for the implementation of a regional sales organisation. In order to provide an in-depth analysis of a

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