

Full Title:	Management Control Systems 2
Language of Instruction:	English
Module Code:	ACCT B8Z02
Credits:	5
Valid From:	Semester 1 - 2013/14 (September 2013)
Module Delivered in	2 programme(s)
Module Description:	This subject will review the theory of control and will evaluate the practical application of different types of management controls in business situations. It will review and assess financial results control systems and examine the control issues in divisionalisation and transfer pricing.
Learning Outcomes:	
<i>On successful completion of this module the learner should be able to</i>	
<ol style="list-style-type: none"> 1. Design and critically analyse control systems 2. Examine the theoretical and practical issues in the implementation of financial results control systems. 3. Analyse the implications of behavioural issues in the design and operation of budgeting, planning and control systems 4. Distinguish between managerial and economic performance and explain the factors and the measures that should be considered in designing financial performance measures for evaluating divisional managers 5. Describe the different purposes of a transfer pricing system and identify and describe the suitability of the different transfer pricing methods 	

Module Content & Assessment

Indicative Content
<p>Design and critically analyse control systems Organisational Control: A definition, cybernetics and its application to business organisations; Designing Control systems: action, results and personnel controls, issues of control tightness and looseness; The costs of control i.e. financial non non-financial, e.g. slack and negative attitudes.</p>
<p>Examine the theoretical and practical issues in the implementation of financial results control systems. Financial Results Control; assumptions and applicability. Responsibility accounting and its application to various business situations.</p>
<p>Analyse the implications of behavioural issues in the design and operation of budgeting, planning and control systems The budgeting process, the roles of budgeting and the achievement of corporate objectives, goal setting and performance evaluation. Budget styles and participation in the budget process.</p>
<p>Distinguish between managerial and economic performance and explain the factors and the measures that should be considered in designing financial performance measures for evaluating divisional managers Divisional vs managerial performance; Divisional financial performance measures: issues, calculation and interpretations</p>
<p>Describe the different purposes of a transfer pricing system and identify and describe the suitability of the different transfer pricing methods Transfer-pricing in divisionalised companies: issues, calculation and interpretations.</p>

Assessment Breakdown	%
Course Work	30.00%
End of Module Formal Examination	70.00%

Full Time

Course Work							
Assessment Type	Assessment Description	Outcome addressed	% of total	Marks Out Of	Pass Marks	Assessment Date	Duration
Class Test	Individual class test based on the application of controls to a particular case studied.	1	20.00	0	0	Week 7	0
Group Project	Group submission on a case study or the application of control in a real world company	1,2	10.00	0	0	Week 10	0

No Project

No Practical

End of Module Formal Examination							
Assessment Type	Assessment Description	Outcome addressed	% of total	Marks Out Of	Pass Marks	Assessment Date	Duration
Formal Exam	End-of-Semester Final Examination	1,2,3,4,5	70.00	0	0	End-of-Semester	0

Reassessment Requirement
<p>A repeat examination Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.</p>
<p>Reassessment Description The course work class test will be repeatable. The course work group assignment will NOT be repeatable.</p>

DKIT reserves the right to alter the nature and timings of assessment

Module Workload & Resources

Workload: Full Time

Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	No Description	2.00	Every Week	2.00
Tutorial	No Description	1.00	Every Week	1.00
Directed Reading	No Description	2.00	Every Week	2.00
Independent Study	No Description	4.00	Every Week	4.00
Total Weekly Learner Workload				9.00
Total Weekly Contact Hours				3.00

This course has no Part Time workload.

Resources

Recommended Book Resources

Merchant K & Van Stede W 2011, *Management Control Systems: Performance Measurement, Evaluation and Incentives*, 3 Ed., 1 to 10, Financial Times/ Prentice Hall UK [ISBN: 978-0273737612]

Supplementary Book Resources

Emmanuel C, Otley D and Merchant K 1990, *Accounting for Management Control*, 2 Ed., Cengage Learning EMEA UK [ISBN: 978-0412374807]

Wilson R and Chua W 1992, *Managerial Accounting: Method and Meaning*, 2 Ed., Cengage Learning EMEA UK [ISBN: 978-0412436109]

Anthony R & Govindarajan V 2006, *Management Control Systems*, 12 Ed., McGraw-Hill USA [ISBN: 978-0070635838]

This module does not have any article/paper resources

Other Resources

Website: *Student resource site for Drury text*, Cengage Learning
<https://login.cengage.com/cb/login.htm> –

n/a: Harvard Business Review, Business Week, The Financial Times, The Irish Times, Financial Management – the journal of the Chartered Institute of Management Accountants – CIMA

Module Delivered in

Programme Code	Programme	Semester	Delivery
DK_BBUST_8	Bachelor of Business (Honours)	6	Elective
DK_BBBST_B	Bachelor of Business Studies (Honours)	2	Mandatory