



APPLIES TO ACADEMIC YEAR 2014/2015

GRA 6259 Management Control Systems

Programme

Master in Professional Accountancy

Responsible for the course

Tor Tangenes

Department

Department of Accounting - Auditing and Law

Term

According to study plan

ECTS Credits

6

Language of instruction

Norwegian

Introduction

The field of management accounting and control has changed considerably during the last two decades, more influenced today than ever by theories and methods from the academic fields of strategy, management, and organizational behavior. The course content is limited to management control, and covers topics related to performance management, such as the balanced scorecard, beyond budgeting, forecasting and incentive mechanisms.

Learning outcome

Acquired knowledge

The students shall acquire knowledge about:

- the main explanatory models of competitive advantage.
- the application of the balanced scorecard at a company group level, and how the goal hierarchy is used to co-ordinate and mobilize firm resources and organizational behaviour
- how the balanced scorecard may be adjusted for public management and not-for-profit organizations
- main categories and sources of dysfunctional objectives and measures
- empirical studies of the relationship between the balanced scorecard and value creation
- the main principles of management control, applied in beyond budgeting and in the traditional management control
- how organizations function and value is created
- how business forecasting is applied in management control
- economic theory of motivation and compensation systems, including alternative theoretical approaches.
- selected empirical findings from the fields of motivation and compensation.

Acquired skills

The students shall acquire skills with respect to:

- comparison of competing methods of management control - traditional budgeting, the balanced scorecard, and beyond budgeting - with respect to organizational context.
- discussing the validity of competing systems of management control
- discussing the schools of strategic management to which the balanced scorecard is based
- discussing the application of the balanced scorecard with respect to alternative schools of strategic management
- discussing the creation and destruction of value with respect to management control at the individual level
- explaining the basic features of the framework Levers of Control, including the main groups of control systems.
- discussing the strengths, weaknesses, and the effectiveness of different compensation systems.

Prerequisites

BBA or equal academic programmes qualifying for admission to the programme.

Compulsory reading

Books:

Gjønnes, Svein H. og Tor Tangenes. 2013. Arbeidsbok til Økonomi- og virksomhetsstyring : strategistøtte ved prestasjonsstyring, ressursstyring og beslutningsstøtte. 2. utg.. Fagbokforlaget. Del 1
Gjønnes, Svein H. og Tor Tangenes. 2014. Økonomi- og virksomhetsstyring : strategistøtte ved prestasjonsstyring, ressursstyring og beslutningsstøtte. 2. utgave. Fagbokforlaget. Del 1: kapitlene 1 - 8
Mintzberg, Henry, Bruce Ahlstrand, Joseph Lampel. 2009. Strategy safari : the complete guide through the wilds of strategic management. 2nd ed. FT/Prentice Hall. 1-349

Articles:

Hope, Jeremy and Robin Fraser. 2003. Who Needs Budgets?. Harvard Business Review. 81(2)
Jensen & Murphy. 1990. Performance Pay and Top-Management Incentives. Journal of Political Economy
Kaplan, R. S. and D. P. Norton. 1996. Using the Balanced Scorecard as a Strategic Management System. Harvard Business Review. 74 (1)
Rappaport, A. 1999. New Thinking on How to Link Executive Pay with Performance. Harvard business review. 77 (2)
Simons, Robert. 1994. How New Top Managers Use Control Systems as Levers of Strategic Renewal. Strategic Management Journal. Vol 15. s. 169-189

Other:

I løpet av kurset kan det bli delt ut materiale på flere emner som er relevante for kurset og eksamen
Kaplan, Robert S. and Anthony A. Atkinson. 1998. Advanced management accounting. 3rd ed. Prentice Hall. chapter 13 and 14
Lazear, Edward P. 1995. Personnel economics. MIT Press. selected parts distributed on It's learning

Recommended reading**Books:**

Simons, Robert. 1995. Levers of control : how managers use innovative control systems to drive strategic renewal. Harvard Business School

Articles:

Baker ... [et al.]. 1988. Compensations and Incentives : Practice Vs. Theory. Journal of Finance. 43 (3)
Gibbons, R. 1998. Incentives in organizations. Journal of Economic Perspectives. 12 (4)
Lazear, E.P. 2000. Performance pay and productivity. American economic review. 90 (5)

Course outline**1. Performance Management**

From Financial Control to the Balanced Scorecard
The Balanced Scorecard at the Company Group Level
The Balanced Scorecard in Public Management and in Not-for-Profit Organizations
A Critical Glance at the Balanced Scorecard
Advanced Topics in Budgeting
Practical Implications of Beyond Budgeting
Beyond Budgeting in Practice
Levers of Control
Business Forecasting

2. Incentives and Organizational Behavior

Agency model
Incentive models
Behavioral Economics

Computer-based tools**Learning process and workload**

A course of 6 ECTS credits corresponds to a workload of 160-180 hours. Lectures, teamwork and discussions.

Please note that while attendance is not compulsory in all courses, it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/It's learning or text book.

Examination

3-hour written examination

Examination code(s)

GRA 62591 written exam accounts for 100 % of the final grade in the course GRA 6259.

Examination support materials

BI-approved exam calculator.

Examination support materials at written examinations are explained under examination information in the student portal @bi. Please note use of calculator and dictionary in the section on support materials.

Re-sit examination

It is only possible to retake an examination when the course is next taught.

The assessment in some courses is based on more than one exam code.
Where this is the case, you may retake only the assessed components of one of these exam codes.
Where this is not the case, all of the assessed components of the course must be retaken.
All retaken examinations will incur an additional fee.

Additional information**Honor code**

Academic honesty and trust are important to all of us as individuals, and represent values that are encouraged and promoted by the honor code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honor code system, to which the faculty are also deeply committed.

Any violation of the honor code will be dealt with in accordance with BI's procedures for cheating. These issues are a serious matter to everyone associated with the programs at BI and are at the heart of the honor code and academic integrity. If you have any questions about your responsibilities under the honor code, please ask.