



APPLIES TO ACADEMIC YEAR 2015/2016

## MBA 2391 Organisational Management and Control

### Programme

Master of Business Administration - China

### Responsible for the course

Hanno Roberts

### Department

Department of Accounting - Auditing and Law

### Term

According to study plan

### ECTS Credits

4

### Language of instruction

English

### Introduction

### Learning outcome

This course addresses the topic of organization design and the related various management control approaches. The course aims to create an understanding of appropriate organizational design for different types of institutions, and build practical skills related to the principles and challenges of designing and implementing contemporary organizations. The latter includes the dynamics and processes of structuring organizations, and the specific ways organizations can set up and use their management control and performance measurement systems.

### Prerequisites

Bachelor degree or equivalent, 4 years work experience, managerial experience and good written and oral knowledge of the English language. Please confirm our Student regulations.

### Compulsory reading

### Collection of articles:

Selected ECCH cases.

### Other:

The literature consists of selected articles, book chapters and case materials, made available electronically via Blackboard at the end of the preceding teaching module.

### Recommended reading

### Course outline

The course is broken down into the two elements of Organization Theory & Design, and Management Control, which will be covered in the above order.

Organization theory & design	Management control
<ul style="list-style-type: none"><li>Types of organization design</li></ul>	<ul style="list-style-type: none"><li>Conventional management control and responsibility accounting</li></ul>
<ul style="list-style-type: none"><li>Centralization, decentralization and specialization</li></ul>	<ul style="list-style-type: none"><li>Budgeting and financial control</li></ul>
<ul style="list-style-type: none"><li>Types and forms of organizational change</li></ul>	<ul style="list-style-type: none"><li>Performance measurement systems</li></ul>
<ul style="list-style-type: none"><li>Implementing organizational change</li></ul>	

### Computer-based tools

**Learning process and workload**

The course is conducted as a teaching module, where students have classes all day for four subsequent days, a total of 32 hours.

The aim is to provide immediate value by connecting the course contents with the work experiences of the participants, and to use learning-by-doing as much as possible. The course is structured by means of a mix of lectures, case studies, classroom discussions, in-class exercises, and a final course assignment.

**Examination**

Evaluation is based on individual class participation (30%), case group work (30%), and a final group-based course assignment (40%). There is no final examination.

**Examination code(s)**

MBA 23911 - Process evaluation; accounts for 100% to pass the program MBA 2391; 4 credits.

The course is part of a full MBA and all evaluations must be passed in order to obtain a certificate for the degree.

**Examination support materials**

All aids permitted.

**Re-sit examination**

At the next ordinary exam.

**Additional information**