

Subject Code: 1MS3010633

Subject Title: Management Control Systems

1. Course Objectives and Outline:

The course intends to acquaint students with the control systems design and its implementation in profit as well as non-profit organizations in order to achieve desired goals and objectives. This course enables students with following concepts, Strategic Planning, Budgeting, Resource Allocation, Performance Measurement and Evaluation, Reward / Responsibility Centre Allocation, Thus, the main objective of this course is to equip the students with the knowledge, insight and skills for control systems design and its effective implementation of strategies as well as to identify, analyze and sort out problems related to the implementation of strategy in any organization.

2. Teaching Scheme (Hours per week)

Lecture (Hrs.)	Tutorial	Practical	Credit	Evaluation Scheme (Marks)		Total
				University Assessment	Internal Assessment	
4	-	-	4	60 Marks	40 Marks	100 Marks

3. Syllabus

Module No.	Contents	Total Hours	Weight
1	Nature of Management control systems; The management control environment : Basic Concepts Management Control System Boundaries, Characteristics & Structural Foundation of Management Control System The Nature of Management Control Systems, Understanding Strategies: Goals The Concept of Strategy Corporate Level Strategy Business Unit Strategies Behaviour in Organizations, Behavioral aspects of Systems. Factors affecting Human Behaviour, Issues of Goal Congruence. Structure of Organizations. Functional v/s SBU, Role of Controller	12	25%
2	Responsibility Centre: Profit Center, Investment Center, Budgeting and Reporting, Performance Measurement, Reward and Compensation, Techniques of Management and Management Control	12	25%
3	Transfer Pricing: Concept, Objectives, Methods, Managerial Consideration in the Selection of Methods, Administration of Transfer Pricing Policy, Measuring and Controlling Assets Employed, EVA v/s ROI, Performance Measurement, Balance Score Card, Management Compensation	12	25%
4	Management Control in Service Organization: Concept, Professional Service Organization, Financial Service Organization, Health Care Organizations, Non Profit Organizations, Management Control in Multinational Organization, Management Control of Projects	12	25%

4. Course Pedagogy

The pedagogy of the subject involves Lectures, Case Discussions, Real life Business Scenarios. Students will be given group tasks and assignments. Selected Case studies on various aspects of Management Control Systems should be studied as a part of their continuous evaluation process.

5. Suggested Readings

a. Books

- 1 Management Control Systems; by Robert Anthony and Vijay Govindarajan ; Tata McGraw Hill
- 2 Management Control Systems; by N Ghosh ;Prentice hall of India
- 3 Management Control systems text and cases; by Subhash Sharma ;Tata McGraw Hill
- 4 Modern Management Control Systems; by Kenneth A. Merchant; Pearson
- 5 Management Control Systems; by Sekhar R.C.; Tata McGraw Hill
- 6 Management Control System; by R. S. Aurora & S. R. Kale; Jaico publication

b. Journals/Magazines/articles

- Journal of management control- Springer Berlin Heidelberg
- Management Accounting Research- Elsevier
- Robert S. Kaplan and David P. Nortorn. The Balanced Scorecard: Translating Strategy into Action. Harvard Business Press

6. Evaluation Scheme

Sr. No.	Component	Weight
1	University Examination	60%
2	Internal Assessment -Depending on the need and objectives of the subject, internal assessment should include minimum three of the following sub-components; <i>Class Test, Quiz, Assignments, Case Presentation, Class Participation, Projects, Team/Individual Assignments.</i> -The weightage of a sub-component should not exceed 50% of internal assessment component weight. - The bifurcation of sub-components shall be communicated by the instructor before commencement of the academic sessions.	40%