**Syllabus for Master of Business Administration, 4th Semester**

**Subject Class: Functional Elective**

**Subject Name: Management Control System (MCS)**

**Subject Code: 4549286**

**With effective from academic year 2018-19**

# Learning Outcomes:

|  |  |
| --- | --- |
| **Learning Outcome Component** | **Learning Outcome (Learner will be able to)** |
| Business Environment and Domain Knowledge (BEDK) | * *Analyse* the basic concepts of control and structure of control process in an organization. |
| Critical thinking, Business Analysis, Problem Solving and  Innovative Solutions (CBPI) | * *Design* control system for business organization considering business specific problems. |
| Global Exposure and Cross- Cultural Understanding (GECCU) | * *Evaluate* different management control strategies for MNC at corporate level. * Analyse transfer pricing strategies used by MNCs in context of tax savings. |
| Social Responsiveness and Ethics (SRE) | * *Design* Management Control System for Non for profit organizations so as to make them socially   responsible. |
| Effective Communication (EC) | * *Prepare* strategies to remove communication gaps in designing control system for a company. |
| Leadership and Teamwork (LT) | * *Analyse* role of leaders in terms of goal setting and goal congruence in corporate management. |

1. **Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

# Course Contents:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Module No:** | **Contents** | | | | **No. of Sessions** | **70 Marks (External Evaluation)** |
| **I** | Introduction to Management Control Systems and the Environment of Management Control. The Nature of Management Control, Basic Concepts- Behaviour Aspects of  Organizations, Goal Congruence and Factors Influencing the Congruence. | | | | 10 | 18 |
| **II** | The Structure of Management Control Systems. Responsibility Centres. Definition, Types – Revenue & Expense Centres, Engineered and Discretionary Expense Centres – Profit  Centres, Various Measures of Profits. | | | | 10 | 18 |
| **III** | Transfer of Goods & Services between Divisions and its Pricing. Administration of Transfer Prices – Investment Centers, Measures and Controls of Assets. Divisional  performance and Responsibility accounting, Various Control issues. | | | | 10 | 17 |
| **IV** | The Process Part of Management Control: -  Planning, Budgeting, Performance Analysis and Rewarding. Strategic Planning. Planning of Existing and Proposed Programs; Budget Preparation. Its Process and Techniques. Analysis of Performance through Variance. Developments in Performance Measurement System (PMS). Balance Score Card. Compensation for Management Staff – Different Compensations Plans for Corporate Officers and SBU Managers | | | | 10 | 17 |
|  | **Practical:** |  |  |  |  |  |
|  | Application of MCS in the following: |  |  |  |  |  |
|  | a. Service organization |  |  |  |  |  |
| **V** | b. Non-profit  organization |  |  |  | --- | (30 marks  CEC) |
|  | c. Projects |  |  |  |  |  |
|  | d. Defining control variables and | check | point | forevent |  |  |
|  | management. |  |  |  |  |  |

1. **Pedagogy:**
   * ICT enabled Classroom teaching
   * Case study
   * Practical / live assignment
   * Interactive class room discussions

# Evaluation:

Students shall be evaluated on the following components:

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| --- | --- | --- |
| **A** | **Internal Evaluation** | **(Internal Assessment- 50 Marks)** |
| * Continuous Evaluation Component | 30 marks |
| * Class Presence & Participation | 10 marks |
| * Quiz | 10 marks |
| **B** | **Mid-Semester examination** | **(Internal Assessment-30 Marks)** |
| **C** | **End –Semester Examination** | **(External Assessment-70 Marks)** |

# Reference Books:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **Author** | **Name of the Book** | **Publisher** | **Year of Publication / Edition** |
| 1 | Robert Anthony and Vijay  Govindarajan | Management Control Systems | Tata McGraw Hill | Latest |
| 2 | Pradip Kumar Sinha | Management Control  Systems | Excel | Latest |
| 3 | N. Ghosh | Management Control  Systems | PHI | Latest |
| 4 | Joseph A.  Maciariello and Calvi J. Kirby | Management Control Systems | PHI | Latest |
| 5 | Ravindhra Vadapalii | Management  Control Systems | Excel | Latest |

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

# List of Journals/Periodicals/Magazines/Newspapers / Web resources, etc.

1. Journal of Management Control
2. Journal of Management Accounting Research
3. Control (Magazine)