

## OIBUSY05 - Management Control

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**Professor:** Nicolas Berland  
**Contact information:**  
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**Department:** International affairs  
**Semester:** 2

**Course level:** L3 undergraduate  
**Domain:** Management  
**Teaching language:** English  
**Number of in-class hours:** 36  
**Number of course sessions:** 11 + Exam  
**ECTS:** 6

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### Course description and objectives

This course provides materials for a comprehensive course on management control systems (MCSs). MCSs are defined broadly to include everything managers do to help ensure that their organization's strategies and plans are carried out or, if conditions warrant, that they are modified. Thus, the course focuses on topics related to "strategy implementation" or "execution." While the treatment of the MCS subject is broad, the primary focus of the course is on what we call results controls, which involve motivating employees to produce the outcomes the organization wants. This type of management control, which requires performance measures and evaluations and the provision of incentives, dominates in importance in the vast majority of organizations.

Because management control is a core function of management, all students interested in business or management can benefit from this course. However, this course should be particularly useful for those who are, or aspire to be, managers, management consultants, financial specialists (for example, controller, financial analyst, auditor), or human resource specialists (for example, personnel director, compensation consultant).

Objectives:

Each student should be able to design a management control system, to understand how management control systems can help to implement strategies and how it is integrated to the management process.

### Prerequisites

Some notions on management accounting (cost calculations, budget, KPI and scorecards)

### Learning outcomes

Build ethical MCS  
Build helpful MCS for managers  
Understand how managers can use those systems

### Assignments and grading

- Exam: 2 hours Exam will be a mix between questions on concepts learnt (6 points) and a case study applying these concepts (14 points)

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

**Class participation:** Active class participation – this is what makes classes lively and instructive. Come on time and prepared. Class participation is based on quality of comments, not quantity.

**Exam policy:** In the exam, students will not be allowed to bring any document (except if allowed by the lecturer). Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.

## Course structure

Session	Topic
1	Purposes of management control
2	Actions, result, cultural and personal control Patagonia, cf les autres Sears
3	Control System Tightness and costs
4	Financial Responsibility Centers
5	Planning & budgeting
6	STET case study
7	Financial Performance Measures and their Effects
8	The Effects of Environmental Uncertainty, Organizational Strategy, and Multinationality on Management Control Systems
9	Combinations of Measures and Other Remedies to the Myopia Problem
10	Using Financial Results Controls in the Presence of Uncontrollable Factors
11	Management Control-Related Ethical Issues and Analyses
12	<b>Final Exam</b>

## Bibliography

- Kennet Merchant et Wim Ven der Stede, Management Control Systems 4th Edition, 2017

## MyCourse

This course is on MyCourse: **No**

## Academic integrity

Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Academic calendar

Dates (Monday/Sunday)		International Affairs courses
06/01/20	12/01/20	<b>Welcome Week + French seminar</b>
13/01/20	19/01/20	1
20/01/20	26/01/20	2
27/01/20	02/02/20	3
03/02/20	09/02/20	4
10/02/20	16/02/20	5
17/02/20	23/02/20	<b>Holidays</b>
24/02/20	01/03/20	6
02/03/20	08/03/20	7
09/03/20	15/03/20	8
16/03/20	22/03/20	9
23/03/20	29/03/20	10
30/03/20	05/04/20	11
06/04/20	12/04/20	<b>Holidays</b>
13/04/20	19/04/20	<b>Exams</b>
20/04/20	26/04/20	
27/04/20	03/05/20	
4/05/20	10/05/20	