ADMS 4570 3.0: Management Planning & Control Systems:

Fall 2014: Course Outline

Section A: Tuesday 7-10 pm: Instructor Professor Babar Khan
bkhan@schulich.yorku.ca Location: ACW 003

Section B: Thursday: 11.30 am to 2:30 pm: Instructor: Professor Nelson Waweru:
waweru@yorku.ca Location: ACW 302

Area co-ordinator: John Parkinson: Atkinson 424, email: johnmp@yorku.ca

Textbooks:

Management Control Systems:

Effective Case Analysis:
Alan Richardson: Captus Press, 2013
Assessment will be through the following:

1: Analysis (15%) & presentation (5%) of the first group case study: 20%
2: Analysis of the second group case study: 20%
3: Submission of weekly case study (5 will be picked at random) 10%
4: Participation in class discussions:

During the weekly discussion of the case and the assigned reading material the instructor will keep records of the quantity and quality of the contribution made by each student. A mark for participation will be assessed out of 10%. 10%

Total term work: 60%

5: Final examination:

The final exam will be case-study based. It will be open book: 40%

Total: 100%

Weekly Cases: each collected case will be given a mark out of 2:

no submission = zero;

a poor quality submission, or a late submission = 1

a good submission = 2.

No more than 1 page double sided – bullet points preferred

Font – Time New Roman – size 11
**September 9th, 11th: Week 1:**

Introduction to the course

How organizations choose strategies;

What is a case study and why are they used?

**Read:**

MCS: Ch. 1: Management & Control;

ECA: Ch. 1: What is a case?

Porter, M.E., Competitive Strategy: New York, the Free Press, 1980


**Discuss:**

Private Fitness Inc: p. 20.

**Groups:**

During the course you are required to work in groups to submit 2 case analyses. Each group should be around 5 people (minimum 4, maximum 6). This week start organizing yourselves into those groups.
September 16th, 18th: Week 2:

Read:

MCS: Ch. 2: Results Control;

ECA: Ch. 2: Learning Styles & Case Learning;


Discuss:

Loctite Company of Mexico; p. 55

Submit (by September 23rd, 25th):

Names of group members by email to your course director.
September 23rd, 25th: Week 3

Read:

MCS: Ch. 3: Action, Personnel & Cultural Controls;

ECA: Ch. 3: A Model of case Analysis;


Discuss:

Alcon laboratories: p. 112

Submit (by September 30th, October 2nd)

1st group case will be due on October 21st, 23rd. Select any case from chapters 3, 4 or 5 (excluding those to be discussed in class) and submit its name to your course director for approval.
September 30th, October 2nd: Week 4:

Read:

  MCS: Ch. 4: Control System Tightness;
  
  ECA: Ch. 4: Identifying Issues:


Discuss:

  Controls at the Bellagio Casino Resort, p. 134.
October 7th, 9th: Week 5:

Read:

MCS: Ch. 5: Control System Costs:

ECA: Ch. 5: Identifying Alternatives:


Discuss:

Game Shop Inc., p. 229.
October 14th, 16th: Week 6:

Read:

MCS: Ch. 6: Designing and Evaluation Management Control Systems;

ECA: Ch. 6: Evaluating Alternatives:

Marginson, D. & S. Ogden, Coping with Ambiguity through the Budget: the Positive Effects of Budgetary Targets on Managers' Budgeting Behaviours: Accounting Organizations & Society, 30, #5, July 2005, pp. 435-56

Discuss:

Diagnostic Products Corporation: p. 220

Submit (by October 21st, 23rd):

1st group case is due on October 21st, 23rd. Select any case from chapters 3, 4 or 5 (excluding those to be discussed in class) and either hand in hardcopy in class, or email it to your instructor.
October 21\textsuperscript{st}, 23\textsuperscript{rd}: Week 7

Read:

MCS: Ch. 7: Financial Responsibility Centres;

ECA: Ch. 7: Making Recommendations:


Discuss:

Zumwald AG, p. 293.
October 28th, November 6th: Week 8:

Read:

MCS: Ch. 8: Planning & Budgeting;

ECA: Ch. 8: Group Work:


Discuss:

HCC Industries. P. 329

Present:

Groups 1 & 2 will present their case study analyses.

Plan the presentation to last no more than 20 minutes.

Submit (by November 4th, 13th):

2nd group case is due on December 7th (which is the last day of fall term classes): choose one case from chapters 6 through 13 that is not going to be discussed in class. Email your course director with the name of the case, for approval.
November 4\textsuperscript{th}, 13\textsuperscript{th}: Week 9:

Read:

- MCS: Ch. 9: Incentive Systems;
- ECA: Ch. 9: Case Based Examinations;
- Bonner, S.E. & G.B. Sprinkle, The Effects of Monetary Incentives on Effort and Task Performance, Accounting, Organizations & Society, 27, # 4/5, May 2002, pp. 303-45

Discuss:

- Tsinghua Tongfang Co. Ltd. p. 397.

Present:

- Groups 3 & 4 will present their case study analyses.
November 11th, 20th: Week 10:

Read:

MCS: Ch.10: Financial Performance Measures and their Effects;

ECA: Ch.10: Epilogue;

The Cost of Myopic Management: Natalie Mizik & Robert Jacobson


Discuss:

Industrial Electronics. P. 435.

Present:

Groups 5 & 6 will present their case study analyses.
November 18th, 27th: Week 11:

Read:

MCS: Ch. 11: Remedies to the Myopia Problem

Laux, C. & C.Leuz, The Crisis of fair Value Accounting, Accounting, Organizations & Society, 34, # 6/7, August-October 2009, pp. 826-34

Discuss:

First Commonwealth Financial Corporation. P. 466.

Present:

Groups 7 & 8 will present their case study analyses.
November 25th, December 4th: Week 12:

Read:

MCS: Ch. 12: Using Financial Results Control in the Presence of Uncontrollable Factors;

MCS: Chapter 13: Corporate Governance & Boards of Directors;

Rajagopalan, N. & Y. Zhang, Recurring Failures in Corporate Governance, Business Horizons, 52, 2009, pp. 545-52

Discuss:

Entropic Communications Inc. p. 590

Submit:

2nd group case is due by December 7th (which is the last day of fall term classes): choose one case from chapters 6 through 13 that has not been discussed in class and email it to your course director.
Final exam:

The final exam will be open-book and will consist of a single case study: it may come from the textbook or it may come from a different source. It will count 40% towards the overall grade.