

## Management Control (F000688)

Course size (nominal values; actual values may depend on programme)

Credits 6.0 Study time 180 h Contact hrs 55.0 h

Course offerings and teaching methods in academic year 2018-2019

A (semester 2)	English	integration seminar	15.0 h
		lecture	15.0 h
		project	10.0 h
		practicum	15.0 h

Lecturers in academic year 2018-2019

Hoozée, Sophie	EB22	lecturer-in-charge
----------------	------	--------------------

Offered in the following programmes in 2018-2019

	crdts	offering
<a href="#">Master of Science in Business Economics (main subject Accountancy)</a>	6	A
<a href="#">Master of Science in Complementary Studies in Business Economics (main subject Business Economics)</a>	6	A
<a href="#">Master of Science in Business Economics (main subject Corporate Finance )</a>	6	A
<a href="#">Master of Science in Business Engineering (main subject Data Analytics)</a>	6	A
<a href="#">Master of Science in Business Engineering (main subject Finance)</a>	6	A
<a href="#">Master of Science in Business Economics (main subject Marketing)</a>	6	A
<a href="#">Master of Science in Business Engineering (main subject Operations Management)</a>	6	A
<a href="#">Master of Science in Physical Education and Movement Sciences (main subject Sports Policy and Sports Management)</a>	6	A
<a href="#">Master of Science in Economics</a>	6	A
<a href="#">Exchange programme in Economics and Business Administration</a>	6	A

Teaching languages

English

Keywords

Responsibility centres, budgeting, performance measurement, reward systems, strategic alignment, social and environmental controlling, sustainability reporting

Position of the course

The purpose of this course is to provide students with insight into the concepts and frameworks of management control, with a special focus on the results of academic research. Students learn to understand the complex interplay between sub-elements of management control systems and trade-offs between alternative design choices in order to configure an optimal control package in line with the organizational goals. Next to economic goals, broader societal goals are also explicitly addressed.

All sessions are organized in block 1 of the second semester. During this intensive period, several continuous assessments will take place in order to enable students to master the different skills. There is no periodic evaluation (written final exam).

Contents

- Management control structure
  - Managing cost centres
  - Managing profit centres
  - Managing investment centres

- Transfer pricing
- Management control process
  - Budgeting
  - Variance analysis
  - Target setting
  - Motivational theories
  - Integrated performance measurement: the balanced scorecard
  - The strategy-focused organization
  - Performance evaluation and reward systems
- Management control culture
- Optimal management control system configurations
- Controlling and corporate responsibility
  - The role of the controller in practice
  - Sustainability reporting

#### Initial competences

For exchange students, there is a short admission test on fundamental cost accounting concepts during the first week of the course.

#### Final competences

- 1 Illustrate management control concepts and frameworks
- 2 Develop initiatives for improvement based on performance information
- 3 Design an optimal management control system
- 4 Creatively apply academic and practice-oriented concepts and frameworks of management control to solve complex business economic problems
- 5 Critically reflect on the role of the controller in an organization
- 6 Being aware of the social responsibility of organizations

#### Conditions for credit contract

Access to this course unit via a credit contract is determined after successful competences assessment

#### Conditions for exam contract

This course unit cannot be taken via an exam contract

#### Teaching methods

Lecture, integration seminar, practicum, project

#### Extra information on the teaching methods

The course organization is extremely interactive. During the first session, the different teaching and evaluation methods will be explained in detail. Attendance of this first session is compulsory. During the plenary lectures, theoretical concepts are explained. To translate the different management control concepts and methods into practice and integrate the content of different courses, students actively work on various assignments, intensively coached by the instructor.

#### Learning materials and price

Textbook:  
 Bruggeman, W., Hoozée, S., Slagmulder, R., 2018. Management control: concepts, methods and practices, Intersentia.  
 Cost: 35 euro

#### References

#### Course content-related study coaching

Thanks to the interactive approach of this course, interaction with the instructor should be natural.

#### Evaluation methods

continuous assessment

#### Examination methods in case of periodic evaluation during the first examination period

#### Examination methods in case of periodic evaluation during the second examination period

#### Examination methods in case of permanent evaluation

Written examination, oral examination, assignment, skills test, peer assessment

#### Possibilities of retake in case of permanent evaluation

examination during the second examination period is possible in modified form

#### Extra information on the examination methods

The assessment is entirely continuous and consists of different written and oral team assignments. There is also an individual written exam for this course. Attendance of the first session is compulsory. Attendance is also compulsory during the practica and the integration seminar (oral examination in group): students who are absent without justification, cannot pass this course. Justified absences should be reported in advance by email to the instructor.

#### Calculation of the examination mark

100% continuous assessment: the evaluation is based on the content of the team assignments, as well as on effort. To determine individual scores, there is an individual written exam and the results of the peer assessment are taken into account as well.

#### Facilities for Working Students

Working students should contact the instructor before the first session. Depending on their individual situation, their absence may be tolerated for some parts of the course. In such instances, they will be asked to make alternative assignments.