



**CARLETON UNIVERSITY  
SPROTT SCHOOL OF BUSINESS  
BUSI 4008  
SUMMER 2022  
ADVANCED MANAGEMENT ACCOUNTING AND CONTROL**

**Instructor:** Oriane Couchoux, Ph.D., CPA auditor  
**Office Hours:** Online, by appointment  
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**Modality:** Online, asynchronous, condensed  
**TA information:** To be posted in Brightspace

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**Course Calendar description from the [2021/2022 University calendar](#):** Builds on concepts covered in management and cost accounting courses. Integrates relevant issues from other functional areas: strategic uses of cost management, budgeting, and performance evaluation systems in managerial planning and control.

**Course Description:**

Management control systems are the backbone of proper operation and accountability for any organization. They refer to the process by which an organization influences, to varying degrees, the behavior of employees and the output they produce through the use of formal or informal mechanisms of control. Formal control typically relies on authority-based power arising from institutionalized mechanisms such as ownership or organizational structure. However, control can also be exercised through a broad range of informal mechanisms which can influence behavior and thus affect the probability of achieving specific outcomes. Organizational culture, risk management systems, internal controls, corporate governance mechanisms, and performance assessment are all different sides of the same coin aimed at setting goals, monitoring execution, evaluating results, and allocating rewards and punishments in organizations. From that perspective, the making of managerial control process and systems is essential for the long-term effectiveness and success of an organization.

This course focuses on managerial planning and control systems using the case method. It extends the concepts covered in the intermediate management accounting course and also integrates relevant contextual issues from other functional areas of organizations. The

design of budgeting, cost management, performance measurement, performance evaluation, and reward systems, as well as, governance and ethical issues, are examined. Emphasis is placed on the need for different control techniques and systems in different types of organizations and for balanced integrated systems, comprising both financial and nonfinancial controls and measures.

### **Learning Outcomes:**

1. Understand advanced management control concepts, techniques, and practices applicable to private, non-profit, and public organizations;
2. Identify management control problems related to cost management, budgeting, performance measurement, performance evaluation, and reward systems, as well as, governance and ethics, in private, non-profit, and public organizations;
3. Identify and apply appropriate management control techniques to remedy management control problems in private, non-profit, and public organizations;
4. Analyze and evaluate an organization's management control systems and practices, considering relevant organizational and environmental factors;
5. Recommend appropriate managerial actions and improvements to management control systems using analyses conducted;
6. Communicate the results and arguments in an effective manner.

**Prerequisite:** BUSI 3008 Minimum Grade of C-

### **Textbook, readings, and required course material:**

Kenneth A. Merchant and Wim A. Van der Stede, *Management Control Systems: Performance Measurement, Evaluation and Incentives*, 4th Ed., Prentice-Hall, 2018.

An e-text version of the above noted textbook is available if you prefer this to a print version.

Additional required readings will be listed in Brightspace.

An internet access is also required.

### **Course Schedule:**

<b>MAJOR TOPICS COVERED</b>	<b>CHAPTERS</b>
Introduction to the Course and to the Control Function of Management	CHAPTER 1
Management Control Alternatives and their Effects	CHAPTERS 2, 3, 4, 5, AND 6
Financial Results Control Systems	CHAPTERS 7, 8, AND 9
Performance Measurement Issues and Their Effects	CHAPTERS 10, 11, AND 12
Corporate Governance, Important Control-Related Roles, and Ethics	CHAPTERS 13, 14, AND 15
Management Control When Financial Results Are Not the Primary Consideration	CHAPTER 16

### Course Requirements:

This course encompasses assigned readings, videos, case analyses, group work/project, and a final take-home exam. Students are expected to read all of the assigned chapter(s) and to participate equally in the group work.

The primary role of the instructor in this course is to facilitate student learning by helping students understand and apply key concepts. It should be emphasized that diligent independent preparation of cases and active participation in group case analysis are crucial to the development of effective problem-solving skills in this field and to perform well in the course.

### Methods of Evaluation:

Participation/contribution (individual)	12%
Contemporary articles (two articles) (individual)	6%
Case outlines (four outlines) (individual)	8%
Case analyses (two analyses) (individual)	14%
Term project (report) (group)	30%
<u>Final Take-Home Exam (individual)</u>	<u>30%</u>
<b>TOTAL</b>	<b>100%</b>

Because this is a condensed course, there will be multiple chapters, videos, and cases to read/watch/analyze as well as assignments to complete each week. As you will see in Brightspace, **all the deadlines fall on a Friday** (11:59pm).

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components. All submissions must be made in Brightspace.

All assignments are to be submitted in **Word with 12-point Arial font with 1" margins**. All files should follow the following naming convention: for individual assignments, the file should be named using the format `FirstName_LastName_AssignmentTitle.docx` (e.g. `Oriane_Couchoux_Contemporary_Article_1.docx`); for group assignments, the file should be named using the format `LastName1_LastName2_...LastNameX_AssignmentTitle.docx`

Late work policy: Sometimes, despite our best efforts, we cannot meet our deadlines. You have two days of grace that you can apply to any assignment (except the final exam). For example, a single assignment may be two days late or two assignments may each be one day late with no penalty. If you wish to use these days of grace, send me an email **by the deadline** indicating you plan on submitting the assignment late. Once the two days have been used, no further lateness will be accepted and any late submissions at that stage will receive 0.

Participation/contribution (12% of final grade)

Participation will be assessed using the following items:

- **Introduction:** In Brightspace, there is a distinct discussion forum called “Student Introductions”. Introduce yourself to the class and let us know why you are taking the course and what you are hoping to get out of it. Introducing yourself is worth 0.5 point.
- **Notes:** Most of you will take notes as you read the textbook chapters and watch the videos where I present the slide deck material and discuss the cases. For each of the six major topics, you can submit a copy of your notes (it can be a photo of your handwritten notes, the Word document where you take notes, the Powerpoint presentation where you add comments, etc.). Each submission is worth 1 point.
- **Answers to the questions asked in the videos:** For each of the six major topics, several videos will be posted in Brightspace that discuss the relevant chapters and cases. In each of these videos, there will be question(s) about the topic covered in the video that you can briefly answer in a Word document and submit in Brightspace (**deadlines every Friday starting July 15<sup>th</sup>**). Each submission (answering all the questions for one major topic) is worth 1 point.
- **Sharing experience:** In Brightspace, there is a distinct discussion forum called “Sharing experience”. For each of the six major topics, there is a discussion topic. You can contribute to these discussion topics by 1) posting about your experience with some of the themes covered in the course; and 2) responding to other students’ posts.
  - Posting about your experience: Briefly summarize a situation that you have encountered in which one (or multiple) of the concepts covered in the course are at play. In a short post, describe the situation and identify the course concepts.
  - Responding meaningfully to others’ posts: You can contribute to the discussions by replying to other students’ posts and identifying additional course concepts in their situation or highlighting how the situation they have described relate (or differ) to one that you have encountered (using similar concepts).
  - Your posts for one major topic are worth 0.5 point.

As you may have noted, the total available participation points total 15.5 points. However, the maximum achievable mark is 12/12. Thus, you can decide how to invest your time and efforts depending on your interests. Additional participation opportunities may be added throughout the term.

Contemporary articles (6% of final grade, 3% each)

Individually, you will be responsible for finding, summarizing, and analyzing two contemporary articles using some of the concepts covered in this course. Detailed

instructions are available in Brightspace (**first article analysis due on July 29<sup>th</sup>; second analysis due on August 12<sup>th</sup>**).

Case outlines (8% of final grade) and case analyses (14% of final grade)

For each of the six major topics covered in the course, we will use one or two cases provided in the textbook to apply and connect management accounting and control concepts. Reading and analyzing these cases represents a key part of your work. Throughout the term, you must submit four case outlines and two case analyses (**submission deadlines each Friday starting July 15<sup>th</sup>**). Detailed instructions are available in Brightspace.

Term group project (30% of final grade)

As a group, you are to prepare a written report on an organization selected from any field (manufacturing, merchandising, service, high-tech, non-profit, or government, etc.). The objective is to analyze the organization's management control systems and recommend improvements using concepts covered in the course (**deadline August 12<sup>th</sup>**). Detailed instructions are available in Brightspace.

Final (take-home) exam (30% of final grade)

The final examination will cover the whole course. You need to obtain a minimum of 45% on the final exam to pass this course (**deadline August 25<sup>th</sup>**). Detailed instructions will be made available in Brightspace when needed.

**Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):**

<b>Program Learning Goal</b>	<b>Competencies Not Covered</b>	<b>Competencies Introduced (only)</b>	<b>Competencies Taught But Not Assessed</b>	<b>Competencies Taught and Assessed</b>
<b>CHECK (X) ONE PER ROW</b>				
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				<b>X</b>
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments</i>				<b>X</b>

<i>that respect the experience, expertise and interest of all members.</i>				
<b>BC3 Critical Thinking</b> <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				<b>X</b>
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				<b>X</b>
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>			<b>X</b>	

#### ADDITIONAL INFORMATION

##### Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

##### Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### **Group work**

The Spratt School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

### **Grading**

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### **Academic Regulations**

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### **Requests for Academic Accommodation**

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

#### **Pregnancy Accommodation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

#### **Religious obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

#### **Academic Accommodations for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-

6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. [carleton.ca/pmc](http://carleton.ca/pmc)

### **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [carleton.ca/sexual-violence-support](http://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: [students.carleton.ca/course-outline](http://students.carleton.ca/course-outline)

### **Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others.

**For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.



**Sprott Student Services**

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at [bcom@sprott.carleton.ca](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto:bib@sprott.carleton.ca).

**Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

**Important Information:**

- Students must always retain a copy of all work that is submitted.
  - All final grades are subject to the Dean's approval.
  - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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