



M.B.A. Semester III
FINANCE SPECIALISATION

PM03EMBA22: MANAGEMENT CONTROL SYSTEMS

Course Code	PM03EMBA22	Title of the Course	MANAGEMENT CONTROL SYSTEMS
Total Credits of the Course	04	Hours per Week	04

Course Objectives:	<ul style="list-style-type: none">• To develop an understanding about the development of strategies at Corporate and Business Unit levels.• To know about the successful strategy implementation through the structure and process of Management Control System in Profit and Non-Profit oriented organisations.• To learn applying the Financial, Economic, Behavioural Sciences concepts in implementing the strategy.• To learn about key executives' performance measurement system for organisations' overall development.
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Course Content: 30 sessions		
Unit	Description	Weightage (%)
1.	Introduction to Management Control Systems, The Nature of Control Systems, Elements of Control Systems, Strategies Formulation, Management Control and Task Control, Management Control Process, Management control environment, Formal and Informal Controls, Rules, Behavior in Organizations, Goal Congruence, Understanding Strategies	25
2.	Structure of Organization, Responsibility Centers: Revenue and Expense Centers, Discretionary Expense Centers, Profit Responsibility Centre: Transfer Prices, Various methods of computing Transfer prices, Conflicts and its resolution, Investment Responsibility Centers, Measuring and Controlling Assets Employed	25
3.	The Management Control Process, Budgeting & Control, Budget Preparation, Analyzing the Financial Performance, Performance Reports/Balanced Score Card, Management Compensation Plans	25



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4.	Variations in Management Control, Differentiated Strategies, Control of Service Organization, Educational Institutions, Advertising, Health Services, Hospitality, legal and Professional Organizations, Multi-National Organizations, Project Organizations	25
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Teaching- Learning Methodology	Class session, Case Discussion, Assignments, Presentations, Discussion, Quiz, and Projects
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Evaluation Pattern		
Sr. No.	Details of the Evaluation	Weightage
1.	Internal Written / Practical Examination	30%
2.	Internal Continuous Assessment in the form of Practical, Viva-voce, Quizzes, Seminars, Assignments, Attendance	30%
3.	University Examination	40%

Course Outcomes: Having completed this course, the learner will be able to	
1.	Formulate strategies and its effective and efficient implementation
2.	Understand the role of responsibility centers in the organization structure while implementing the strategies.
3.	Design the management controls for service organizations and organizations with differentiated strategies.
4.	Enhance employability.

Suggested References:	
Sr. No.	References



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1.	Govinda Rajan Vijay and Antony Robert, Management Control Systems, Tata Mc Graw Hill.
2.	Maciariello Joseph and Kirby Calvin, Management Control Systems, PHI Ltd.