



ACCG7028

Management Control Systems

Session 2, Special circumstances 2021

Department of Accounting & Corporate Governance

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Session 2 Learning and Teaching Update

The decision has been made to conduct study online for the remainder of Session 2 for all units WITHOUT mandatory on-campus learning activities. Exams for Session 2 will also be online where possible to do so.

This is due to the extension of the lockdown orders and to provide certainty around arrangements for the remainder of Session 2. We hope to return to campus beyond Session 2 as soon as it is safe and appropriate to do so.

Some classes/teaching activities cannot be moved online and must be taught on campus. You should already know if you are in one of these classes/teaching activities and your unit convenor will provide you with more information via iLearn. If you want to confirm, see the list of [units with mandatory on-campus classes/teaching activities](#).

Visit the [MQ COVID-19 information page](#) for more detail.

General Information

Unit convenor and teaching staff

Unit Convenor

Nandini Krishna Kumar

nandini.kumar@mq.edu.au

Contact via contact via email

Level 2 Room 220, 4ER Building

Please refer to ilearn for consultation hours

Moderator

Kevin Baird

kevin.baird@mq.edu.au

Level 2 Room 209, 4ER Building

Teaching Administrator

Charmaine D'Souza

charmaine.dsouza@mq.edu.au

Contact via contact via:accg7028@mq.edu.au

Credit points

10

Prerequisites

Admission to MRes

Corequisites

Co-badged status

Accg8028

Unit description

This unit adopts a technical and behavioural emphasis, and integrates research, best practice and theory to inform the design and operational aspects of MCS that effectively and efficiently serves an organisation's best interests. This unit develops student theoretical and practical understanding of key MCS concepts, principles and frameworks, underpinned by research findings, to design, implement and use MCS in organisations. Students learn how to critically analyse, evaluate, and solve MCS problems using case studies. Students develop investigative, critical and analytical skills that are required to undertake more advanced research. In this unit, students develop qualitative research capabilities by conducting qualitative research on a real-world organisation's MCS.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

ULO1: Explain and evaluate the design and operational aspects of Management Control Systems (MCS) in organisations.

ULO2: Critically analyse and solve management control problems in real-world organisations.

ULO3: Review and critically analyse research papers in management accounting discipline.

ULO4: Apply the principles of qualitative research in management accounting to conduct secondary qualitative research.

ULO5: Critically examine an organisation's strategic and operational activities using qualitative research findings to design an effective management control system in a real-world organisation.

General Assessment Information

Turnitin

All text based assessments must be submitted through Turnitin as per instructions provided in the unit guide. It is the student's responsibility to ensure that work is submitted correctly prior to the due date. No hard copies of assessments will be accepted and only Turnitin records will be taken as records of submission.

Multiple submissions may be possible in some units via Turnitin prior to the final due date and time of an assessment task and originality reports may be made available to students to view and check their work. All identified matching text will be reconsidered carefully. Students should note that the system will not immediately produce the similarity score on a second or subsequent submission - it takes approximately 24 hours for the report to be generated. This may be after the due date so students should plan any re-submissions carefully. Please refer to these instructions on how to submit your assignment through Turnitin and access similarity reports and feedback provided by teaching staff. Should you have questions about Turnitin or experience issues submitting through the system, you must inform your unit convener immediately. If the issue is technical in nature you may also lodge a OneHelp Ticket; please refer to the IT help page.

It is the responsibility of the student to retain a copy of any work submitted. Students must produce these documents upon request. Copies should be retained until the end of the grade appeal period each term. In the event that a student is asked to produce another copy of work

submitted and is unable to do so, they may be awarded zero (0) for that particular assessment.

Late Submission(s): "Late assessment must also be submitted through Turnitin. No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% penalty). Late submissions will not be accepted after solutions have been discussed and/or made available.

This penalty does not apply for cases in which an application for Special Consideration is made and approved.

Assessment Tasks

Name	Weighting	Hurdle	Due
Research Project	40%	No	Week 13 Friday 5 Nov 2021 11.59 pm
Participatory Tasks	30%	No	Weekly from Week 3 to 12
Research critique	30%	No	Week 9 Friday 8 October 2021 11.59pm

Research Project

Assessment Type ¹: Project

Indicative Time on Task ²: 42 hours

Due: **Week 13 Friday 5 Nov 2021 11.59 pm**

Weighting: **40%**

The research project requires students to conduct secondary qualitative research on a selected real-world organisation, in teams or individually, and produce a 6,000-word case study on the organisation's management control systems. The purpose of this assessment is for students to apply and integrate theoretical MCS to a real-world organisation and its challenges, develop their qualitative research capabilities and analysis and problem-solving skills.

On successful completion you will be able to:

- Explain and evaluate the design and operational aspects of Management Control Systems (MCS) in organisations.
- Critically analyse and solve management control problems in real-world organisations.
- Apply the principles of qualitative research in management accounting to conduct secondary qualitative research.
- Critically examine an organisation's strategic and operational activities using qualitative

research findings to design an effective management control system in a real-world organisation.

Participatory Tasks

Assessment Type ¹: Participatory task

Indicative Time on Task ²: 12 hours

Due: **Weekly from Week 3 to 12**

Weighting: **30%**

Participatory Tasks requires students to participate in a range of activities during seminars and online. The purpose of this assessment is for students to show, with evidence, that you are working progressively and continuously throughout the session, to achieve the unit's learning outcomes and to monitor your own progress in this unit. Participatory tasks, that are weight-averaged include: Quiz (15%): Short online quizzes. Seminar Participation (15%): In-class individual and/or team activities and online discussion forums and workshops. Participatory tasks start in Week 3 and end in Week 12.

On successful completion you will be able to:

- Explain and evaluate the design and operational aspects of Management Control Systems (MCS) in organisations.
- Critically analyse and solve management control problems in real-world organisations.

Research critique

Assessment Type ¹: Report

Indicative Time on Task ²: 21 hours

Due: **Week 9 Friday 8 October 2021 11.59pm**

Weighting: **30%**

Students will be given a selection of MCS research papers by the Unit Convenor. Students will choose a research paper to write a 2,500 word critical review of the paper, in regards to its motivation, theory and hypotheses formulation, research design and conclusions drawn. The purpose of this assessment is for students to demonstrate their abilities of understanding and critically analysing research papers.

On successful completion you will be able to:

- Explain and evaluate the design and operational aspects of Management Control Systems (MCS) in organisations.

- Review and critically analyse research papers in management accounting discipline.

¹ If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Writing Centre](#) for academic skills support.

² Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

Delivery and Resources

Textbook

Throughout the session, the following textbook is referred to: **Merchant, K.A. & Van der Stede, W.A. (2017) *Management Control Systems* (Pearson, 4th edition)**. Please note that unless otherwise directed, students must not use the 3rd edition of the required textbook because the content is different to the content in the 4th edition. All relevant chapters and cases from the textbook can be accessed electronically through the library, using the Leganto link on iLearn. Whilst students may wish to purchase the textbook it is not necessary as all required reading materials are available on Leganto.

Other required readings, such as academic journal articles are also available electronically through the library using the Leganto link on iLearn. The unit schedule contains a summary of the required chapters, cases and academic articles students are expected to read each week. Please note that whilst the Unit Convenor monitors the availability of learning materials available from the library, accessibility of these materials is directly under the control of the University Library. If you experience any problems accessing the readings on Leganto, please contact the unit convenor.

Unit Web Page

1. All course material is available on the learning management system (iLearn).
2. iLearn can be easily accessed via the university's student webpage or at <http://ilearn.mq.edu.au>
3. You are expected to regularly consult this unit's web page. You will find administrative updates (announcements), lecture notes, assessed coursework activities, grading rubrics, helpful resources and the assessment guide posted there.
4. If you are unable to access the website because you are not aware of or have forgotten your username and password, please see the URL http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/ on how to obtain assistance from the IT helpdesk. The IT help desk will also be able to assist you with using iLearn. You may also refer to the help feature in iLearn.

5. Please remember to log out when you have finished using iLearn. Failure to do so could result in unauthorized access to your iLearn account.

Technology Used and Required

Students are required to use information technology in this unit. Students will need to use:

- Library databases to source academic research papers, which are accessed electronically;
- Leganto (see ACCG8028 website) to access the required readings for this unit;
- Microsoft Word for assessment tasks;
- Microsoft Excel for assessment tasks if required;
- Microsoft Power Point for seminar notes, 'Participatory Tasks' (when required)
- Electronic (internet) access to iLearn to download assessment guide and lecture material each week;
- Internet access to research organisations and to access other materials for the 'Research Project'

Delivery Format

Lectures & Workshops

This unit comprises three hours of teaching per week, consisting of a weekly three hour workshop which can be completed either online or face to face. . All classes commence in week 1 and continue through until week 13. Students are able to choose whether they attend a online or face to face workshop. Please select your preference via e-student. The timetable for the weekly workshops can be found at: <http://www.timetables.mq.edu.au>. Once you have enrolled in a workshop you are expected to attend that class for the entirety of the session.

As workshops constitute a critical learning experience of this unit, students must attend all workshops and come prepared to participate in the discussion and workshop activities. A high participatory teaching strategy with inclusive practice is adopted, where students can engage with their fellow students and the Unit Convenor. **Please note that Workshops 10 and 12 are self-study workshops and students are not required to attend workshops during these weeks. Students are required to complete work for these workshops online, including assessed coursework activities. There is no workshop in Week 13 Students should work towards submission of the Research Project.**

Unit Schedule

Week	Topic	Textbook Chapters* Readings	Assessments / Activities
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Week 1 26 July	The Control Function of Management	Chapter 1 Management and Control (pp.3-19)	None
Week 2 2 Aug	Qualitative Research: An Introduction	Reading: Bowen (2009) and Vaivio (2008): As students are required to read specific sections from each of these readings, please see Leganto for specific pages. Critical Thinking: See Lecture Notes	None
Week 3 9 Aug	An MCS Framework: Results Controls	Chapter 2 Results Control (pp. 33-46) Chapter 6 MCS Design (pp.227-229, see Seminar Slides) Reading: Mohd Amir (2014: pp.729-732) Case Study: Philip Andersen	Online Quiz
Week 4 16 Aug	An MCS Framework: Action Controls	Chapter 3 Action Controls (pp. 86-95) Chapter 6 MCS Design (pp.224-227, see Seminar Slides) Case Study: Controls at the Bellagio Casino Resort	Online Quiz Discussion Forum & Workshop Participation
Week 5 23 Aug	An MCS Framework: Personnel and Cultural Controls	Chapter 3 Personnel and Cultural Controls (pp.95-103) Chapter 6 MCS Design (pp.222-224; Table 6.1 p.222) Case Study: Controls at the Bellagio Casino Resort	Online Quiz Discussion Forum & Workshop Participation
Week 6 30 Aug	Management Control Effects	Chapter 4 Control System Tightness (pp.128-140) Chapter 6 MCS Design (pp.229-230, see Seminar Slides) Case Study: Controls at the Bellagio Casino Division	Online Quiz Discussion Forum & Workshop Participation
Week 7 6 Sept	Management Control Effects	Chapter 5 Control System Costs (pp.173-187)	Online Quiz
13 Sept to 24 Sept	Mid-Session Recess	Self-directed Activities on Team Research Case Study	See iLearn for additional information Research Project - Part 1 Draft Complete
Week 8 27 Sept	Technology and MCS	A Contingent Framework for MCS Design (Week 8 to Week 13) Readings: Chenhall (2003: pp.139-141; Table 1); Ylinen and Gullkvist (2014: pp.93-99 and 106-107)	Discussion Forum & Workshop Participation
Week 9 4 Oct	Environment and MCS	Readings: Chenhall (2003: pp.137-138); Janke, Mahlendorf & Weber (2014: pp.251-255 and 264-266)	Discussion Forum & Workshop Participation Research Critique

Week 10 11 Oct	Environment, Size, Structure and MCS Self-Study Activity (No classes in Week 10)	Reading: Chenhall (2003: pp.144-146 and 148-149); King, Clarkson & Wallace (2010: pp.40-47; 54); Mohd Amir (2014: pp.732-733, Firm Size Only)	Online Quiz
Week 11 18 Oct	Strategy and MCS	Reading: Miles <i>et al.</i> (1978: pp.548 - 558); Bedford <i>et al.</i> (2016: please see Leganto for specific pages)	Discussion Forum/ Workshop
Week 12 25 Oct	Organizational Culture and MCS Self-Study Activity (No classes in Week 12)	Reading: Henri (2006: pp.79-80); Heinecke, Guenther & Widener (2016: pp. 25-29, Table 2 on page 32 and Section 5 page 39)	Online Workshop
Week 13 1 Nov		No Workshop in Week 13 students to work on submission of the Research Project	Research Project

* All chapter references refer to Merchant, K.A & Van der Steded, W.A. (2017). *Management Control Systems*, Pearson, 4th edition.

The readings for each week are available on Leganto, which can be accessed via iLearn.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.s.mq.edu.au\)](https://policies.s.mq.edu.au). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#)

Students seeking more policy resources can visit [Student Policies \(https://students.mq.edu.au/support/study/policies\)](https://students.mq.edu.au/support/study/policies). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

To find other policies relating to Teaching and Learning, visit [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au) and use the [search tool](#).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/student-conduct>

Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit <ask.mq.edu.au> or if you are a Global MBA student contact globalmba.support@mq.edu.au

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (<mq.edu.au/learningskills>) provides academic writing resources and study strategies to help you improve your marks and take control of your study.

- [Getting help with your assignment](#)
- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at <ask.mq.edu.au>

If you are a Global MBA student contact globalmba.support@mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#).

The policy applies to all who connect to the MQ network including students.