

FIJI NATIONAL UNIVERSITY

COLLEGE OF BUSINESS, HOSPITALITY AND TOURISM
STUDIES

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION PROGRAMME

COURSE OUTLINE

FIN 912 – Financial & Management Control Systems

Trimester 3, 2021

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Consultation: Via email OR after class.

1. INTRODUCTION

Welcome to this unit. ! I am sure you will find this course not only challenging and rewarding but also enjoyable - but it also requires hard work and consistency during the course.

Important changes are occurring, such as globalization, deregulation of industries, privatization of parts of the public sector and growth of the service sector. We have tried to capture some of the excitement of these changes in the material you will be required to study.

2. PRE-REQUISITE

As per your registration

3. MODULE DESCRIPTION

In everyday life, we are all subject to some form of control – whether through administrative, social or self-controls. An understanding of control and how they work is useful as part of our personal development and general education.

For those aspiring to manage others, such an understanding is particularly important, since control is one of the basic functions of management, and every organization needs a management control system, to ensure its effective administration. This course aims to give students the ability to critically appreciate the principles of the operations of any control system they are likely to encounter in their (future) careers, with a view to both operating effectively within them and, where appropriate, helping to improve them.

Accounting control systems (e.g. budgets) are a very important part of MCSs, both in profit oriented and not-for-profit organizations. Indeed, the Chief Accounting Officer in a large company is often called “The Controller”. One aim of the course is, therefore, to provide Accounting and Finance and MBA students with the ability to recognize how accounting controls should best be designed and operated in order to try to ensure that a particular organization and its units remain “in control”.

4. LEARNING OUTCOMES

On successful completion of the unit, students will be able to:

1. Obtain a reasonable understanding of competitive strategy and its critical importance in the design of management control systems.
2. Develop the knowledge, insights and abilities to design and/or critique management control systems for the purpose of implementing strategy cost effectively or providing the signals that suggest the strategy needs modification.
3. Have developed knowledge concerning organisations' need for planning and follow-ups as a basis for structuring information, and economic, systems
4. Assess when different forms for economic responsibility are appropriate
5. Assess when different methods for transfer pricing are appropriate
6. Have knowledge and understanding of principles for strategic planning, budgeting, financial and nonfinancial performance measurement and their ability to control the economy
7. Decide on the appropriateness of different forms of reward systems structure an economic control system
8. Have knowledge of and understanding for behavioural aspects on and need to modify the management control system after a given situation.

This unit applies to individuals employed in a range of work environments who are responsible for making some decision in your organization or company. You may work as an individual providing administrative support within an enterprise, or you might have responsibility for these tasks in relation to your own workgroup or role.

5. COURSE ACTIVITIES

Classes will be conducted as per the timetable and students are asked to be in the respective rooms at least 5 minutes prior to the commencement of the class.

In summary, students must attend *ALL SESSIONS*.

- **Students must attend and *ACTIVELY* participate in class discussions.**

- Students *Must Read* in advance prescribed notes before attending Lectures and
- *Must attempt all* tutorial questions before attending tutorials.

In summary when faced with a variety of non-routine tasks you should have the ability to plan a strategy for dealing with them and complete them unsupervised.

To assist you learning at this level you will be encouraged to:

- Work independently
- Work cooperatively
- Apply the skills of critical analysis
- Use problem solving skills to all tasks
- Actively participate in class work

In tutorial sessions students must take part in active discussions with their tutor and members of their tutorial group.

6. ASSESSMENT

Final grades for this course will be based on the following:

Assessment Weighting		
On-line Quizzes	50%	4 Quiz
Major Project	20%	Individual
Final Assessment – Part A	15%	Case Study Submission
Final Assessment – Part B	15%	Online Exam/Quiz Setup
Total	100%	

7. CLASS SHARE / MOODLE

All the lecture notes, tutorial questions and other relevant materials will be put on the class share. Students are encouraged to frequently access the class share/Moodle.

8. STUDENT ASSESSMENT GUIDE

Reporting of assessment outcomes

Your result will be recorded and reported to you as follows:

Grade	Marks	GPA	
A+	90-100	4.33-5.00	High Distinction
A	85-89	4.00-4.27	Distinction
A-	80-84	3.73-3.93	Distinction
B+	75-79	3.33-3.60	High Credit
B	70-74	3.00-3.27	Credit
B-	65-69	2.67-2.93	Credit
C+	60-64	2.33-2.60	Pass
C	55-59	2.00-2.27	Pass
C-	50-54	1.67-1.93	Pass
D+	45-49	1.33-1.60	Fail
D	40-44	1.00-1.27	Fail
D-	35-39	0.67-0.93	Fail
E	Below 35	0-0.60	Fail
DNQ	Did Not Qualify	0	Fail
W	Withdrawn from Unit	0	
CT	Credit Transfer	0	Cross credit (CT)
NV	Null & Void for Dishonest practice	0	
I	Incomplete assessment	0	
X	Continuing course	0	
DNC	Did Not Complete	0	
CP	Compassionate Pass	0	
Aeg	Aegrotat Pass	0	
PT	Pass Terminating	0	
P	Pass	0	
NP	Not Passed	0	

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9. TEXTBOOK

The Main Textbook for this unit will be:

Management Control Systems - Performance Measurement, Evaluation, and Incentives

By: Kenneth A. Merchant & Wim A. Van der Stede

Edition: 4th:

Publisher: Pearson Education Limited © 2018

Other Textbook Materials are also being used and will be loaded with the weekly notes.

10. TRIMESTER PLAN

Date Week Starting	Week	Details	Chapter Reference	Assessments
30/08/2021	1	Introduction to the course & Introduction to MCS		Course Expectations
06/09/2021	2	Internal Control Systems	FMA - Chapter 7 & AIS Chapter 10	
13/09/2021	3	Management Control	MCS - Chapter 1	
20/09/2021	4	Results, Action, Personal and Cultural Controls	MCS - Chapter 2 & 3	Quiz #1 (15%)
27/09/2021	5	Control System Tightness	MCS - Chapter 4	
04/10/2021	6	Control System Costs	MCS - Chapter 5	
11/10/2021	7	Designing & Evaluating Management Control System	MCS- Chapter 6	Quiz #2 (10%)
18/10/2021	8	Financial Responsibility Centres	MCS - Chapter 7	
25/10/2021	9	Planning & Budgeting & Flexible Budgets and Standard Cost Systems	MCS - Chapter 8 & FMA Chapter 23	Major Project Due
01/11/2021	10	Incentive Systems & Executive Compensation and Incentives	MCS - Chapter 9 & CGM Chapter 8	Quiz # 3 (15%)
08/11/2021	11	Financial Performance Measures & Their Effects & Responsibility Accounting and Performance Evaluation	MCS - Chapter 10 & FMA Chapter 24	

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15/11/2021	12	Remedies to Myopia Problems	MCS - Chapter 11	Quiz # 4 (10%)
22/11/2021	13	Using Financial Results Controls in the Presence of Uncontrollable Factors	MCS - Chapter 12	
29/11/2021	14	Revision & Catch-Up Session	Supplementary Quiz	Final Assessment – Part A: Case Study
06/12/2021	15	Exam Week / Alternative Assessment		Final Assessment – Part B: Online Exam/Quiz

11. PROGRAMME REGULATIONS AND DISSATISFACTION WITH ASSESSMENT

The academic conducts of the students are governed by the University Academic and Students Regulation (UASR). All students must obtain a copy of the UASR from the FNU academic office and familiarize themselves with all academic matters.

Should a student be dissatisfied with either the internal or external assessment, they can take the following steps to get redress of their grievance.

Internal Assessment: The student can refer the work back to the unit coordinator for checking and reassessment. Following this reassessment, if the student is still dissatisfied, the student may refer the work to the HOD. The HOD will then appoint another lecturer to examine the work and result will then stand.

Final Exam: The student can apply for re-check of the grade as per the procedures laid down in the UASR.

12. PLAGIARISM AND DISHONEST PRACTICE REGULATION

Plagiarism and dishonest practices are serious offences for which offenders shall be penalized. Students must read the relevant section of UASR to understand the various types of cases defined as dishonest practices in academic work and to also know the penalties associated with these kinds of practices.

13. FINAL EXAMINATION SCRIPTS

- a. A student may obtain a copy of his/her assessed final exam script(s), and all other written materials submitted for assessment in a unit, upon application on the prescribed form and upon the payment of the prescribed administration fee(s).
- b. A student may view online marking guide for in the final exam paper.
- c. No access to exam scripts shall be permitted after 12 months of the release of results for any unit.

14. RECONSIDERATION OF ASSESSMENT AND UNIT GRADES, AND APPEALS

- a. A student may apply for reconsideration of the final (end-point) assessment.
- b. Applications for reconsideration shall be made only after a student has viewed his/her exam script and the marking guide under the provisions of s14 above, and remains unsatisfied with the results obtained. The application for reconsideration shall specify the question(s) which he/she is seeking a reconsideration of, and the basis for this.
- c. Applications for reconsideration shall be made within five days of the result being released if the student wishes to pursue a course to which the course(s) under reconsideration is a prerequisite, or 21 days of the date of release of the results otherwise. Applications need to be made by lodging a duly completed 'Reconsideration of Assessment' form, together with the necessary fees for the reconsideration, to the Academic Office, which shall submit the application to the respective Dean.
- d. The Dean or the Head of the Academic Section authorized by the Dean to deal with applications for reconsideration of grades shall cause the reconsideration to be done expeditiously and independently.
- e. Reconsideration of unit grades shall comprise
 - i. a careful check that the referred to examination question and part-question was read by the examiner and given an appropriate mark;

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- ii. a careful remarking of the question(s) being asked for reconsideration;
 - iii. a careful check that the total examination mark has been accurately transposed within the proportions (% coursework vs. % final examination) previously established by the examiner;
 - iv. a careful computation of all the marks awarded for the coursework; and
 - v. a careful check that the coursework mark has been accurately transposed within the proportions previously established by the examiner.
- f. The application shall be considered and a decision communicated to the Academic Office within five working days of the receipt of the application for reconsideration from the Academic Office if the course under reconsideration is a prerequisite to a course that the student is required to undertake in the term immediately following to complete his/her Programme, or within ten working days otherwise.
- g. The outcome of the reconsideration shall be communicated to the student by the Academic Office within two days of the receipt of the report from the Dean.
- h. If the student is dissatisfied with the outcome of the application, the student may apply to the College Academic Appeals Committee for reconsideration of the grade/result. Appeals shall be made within five working days of the date of the notification of the outcome of the application for reconsideration. Applications shall be made by lodging a duly completed form prescribed for this purpose to the Academic Office, which then shall be sent by the Academic Office to the College Appeals Committee within one working day of its receipt. The Appeals Committee shall cause a careful reconsideration of the documents as listed in s15.5 above, as well as cause to be carried out a careful examination of all or a sample of other scripts (with such sample determined by a specified process by the Academic Office) for the unit to ensure consistency of marking and assessment.
- i. The College Academic Appeals Committee shall advise the Academic Office of the outcome of the appeal within five working days from the date of the receipt of the application from the Academic Office if the course is a prerequisite to a course that the student would need to do in the term immediately following to complete a

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programme or within 15 working days otherwise. The Academic Office shall advise the student within 24 hours by email or phone.

- j. A grade may be unchanged, raised or lowered following reconsideration under this section.
- k. A student who is dissatisfied with the award of the College Academic Appeals Committee may appeal further to the Students' Appeals Committee for reconsideration of the decision of the College Academic Appeals Committee. This appeal must be lodged within two working days from the date of the notification if the course under reconsideration is a prerequisite to a course that the student is required to undertake in the term immediately following to complete his/her Programme or within ten working days otherwise.
- l. Appeals against the decision of the College Academic Appeals Committee shall be made by lodging the prescribed application form ['Appeal: Reconsideration of Assessment'] to the Academic Office.
- m. The Students' Appeals Committee shall advise the Academic Office of the outcome of the appeal within five working days of the date of the lodgement of the appeal if the appeal concerns a prerequisite to another unit that the student needs to do in the term immediately following to complete the programme, or 20 working days otherwise.
- n. A student may be given provisional admission into a unit if the unit whose grade is under reconsideration or is under appeal is a prerequisite. The admission would be confirmed if the student's application succeeds. If the application fails, the student shall be deregistered from the unit, with no loss of fee paid for the unit.
- o. Any and all fee paid for reconsideration of a unit grade, including the fees to get a copy of the script and to view the marking guide, shall be refunded to the candidate, if, as a result of the reconsideration or appeals, the grade for the unit is raised.
- p. The decision of the Students' Appeals Committee shall be final.

15. INSTITUTE'S AND SCHOOL REGULATIONS

It is the individual student's responsibility to familiarize themselves with all relevant Institute and school policies and regulations that may affect their participation in this course. These are found in the Handbook. Ignorance is not an excuse.

Students are reminded to take careful note of the regulations covering such matters as enrolments, change of courses, withdrawal from courses, payment of fees etc.

The copying of papers is a form of cheating and the original, as well as the copies, will be awarded zero marks.

16. SCHEDULED TIMETABLE

- As discussed in first class and School's timetable

ALL THE BEST!!!!

HAPPY STUDYING & BEST WISHES!!!!