

Curso Académico: 2022/23

143236 - Control de Gestión

Información del programa

Titulación: 14302 - Grado en Lenguas Modernas y Gestión

Curso académico: 2022/23

Asignatura: 143236 - Control de Gestión

Periodo impartición: Segundo semestre

Curso: 3

Tipo: Obligatoria

Créditos ECTS: 6.0

Justificación

The aim of the course is to enable students to develop specialised knowledge of financial and organisational control, including the systems and tools used by managers to ensure that the actions and decisions of employees agree with the aims and strategies of the company. Enable students to develop the ability to use relevant concepts in discussions of control and control systems and to reflect critically on these control solutions.

Prerrequisitos

No previous knowledge needed. Any accounting knowledge gained during the semester will be useful on Control Management.

Competencias de la asignatura

Learning outcomes

Knowledge and understanding

On completion of the course, students shall be able to

- Explain the aim and role of control in an organisation
- Explain relevant concepts of control and associated models and instruments of control
- Identify relevant issues of the design, implementation and follow-up of an organisation's control system
- Categorise different types of budget, performance indicators and incentives
- Demonstrate understanding of the meaning of critical thinking and reflection in academic texts and seminars

Competence and skills

On completion of the course, students shall be able to

- Use concepts and models of control in speech and writing for description, analysis and discussion of the control practice of an organisation
- Make proposals concerning the control system of an organisation
- Design different types of budget and performance and bonus system

Judgement and approach

On completion of the course, students shall be able to

- Critically analyse the consequences of different control decisions in speech and writing
- Reflect on financial and organisational control from different perspectives, including an ethical perspective

Contenidos

Content

During the course there will be a Group Project that will be built and developed through the course as we learn and understand the different contents and topics.

1.- MCS Overview

- 1.1 – The goal and importance of MCS
- 1.2 – Elements of a control system
- 1.3 – The need of MCS

Design of a control system for an organisation (IT, Tax, Financial and other internal controls)

- 1.4 – Strategic planning and Management Control
- 1.5 – MCS pros and cons

2.- Sources of information

- 2.1 – Overview
- 2.2 – Set of accounts - Balance Sheet - P&L account
- 2.3 – Quarterly or intermediate reports
- Cost controlling and control models
- 2.4 – Other types of statistics - Macroeconomics data - Benchmarking - Costs
- 2.5 – Enterprise resource planning (ERP)
- 2.6 – KPI (Key performance indicators)

3.- Balance sheet and P&L diagnostic

- 3.1 – Balance Sheet analysis
 - Ratios
 - 3.2 – P&L account analysis
 - Ratios
 - Break even point
 - CVP (Cost Volume Profit) Analysis
- Adoption and use of different control instruments, including:

- Budgeting

- 4.1 – The P&L budget
- 4.2 – The budget process
- 4.3 – How to elaborate a budget
- 4.4 – Budget variances
- 5.1 – The cash budget
- 5.5 – Finance and investment management
 - Performance measurement (eg, balanced scorecards)
 - Bonus and incentive systems
- 6.1 – Why companies need a Balanced Scorecard
- 6.2 – Components of the Balanced Scorecard
- 6.3 – How to build it
- 6.4 – Interrelation with other firm's departments
- 6.5 – The future of Management Control

Behavioural and ethical aspects of control

Goals, Objectives and Key deliverables – organisational engagement

Estrategia de enseñanza-aprendizaje, sistema de evaluación y documentación

Teaching methods

After showing key concepts, the class will be presented with practical example and real-life cases to discuss.

The class will have to create Groups and start develop their case from the beginning, and the teacher will supervise progress and make sure that key learnings settle in.

Evaluation

Group Project 65%

Final Exam 25%

Class attendance and participation 10%

Bibliography and teaching resources

- Merchant, Kenneth A & Van der Stede, Wim A, (2012), Management control systems: performance measurement, evaluation and incentives. 3 edition. Harlow, England : Pearson Education
- Anthony RN, Govindarajan V. Management Control Systems. McGraw-Hill
- Bhimani A, Horngren CT, Datar SM, Rajan MV. Management and Cost Accounting. FT Prentice Hall
- Larry M. Walther, Christopher J. Skousen. Managerial and Cost Accounting. Ventus Publishing
- ICFAI University. Principles of Management Control Systems.
- Oriol Amat. Análisis de estados financieros. Fundamentos y aplicaciones. Gestión 2000
- Josep M^a Rosanas et al. Contabilidad para dirección. EUNSA - IESE
- Robert S. Kaplan and David P. Nortorn. The Balanced Scorecard: Translating Strategy Into Action. Harvard Business Press