DEPARTMENT OF MANAGEMENT UNIVERSITY OF TORONTO MISSISSAUGA

MGT428H5S LEC0101 Management Control Course Outline - Winter 2024

Class Location & Time Mon, 09:00 AM - 11:00 AM IB 200

Instructor Jenny Gao

Office Location
Office Hours

E-mail Address jenny.gao@mail.utoronto.ca

Course Web Site https://q.utoronto.ca

Course Description

Management control includes all the processes and systems, many accounting-based, by which key managers allegedly ensure that resources are acquired and used effectively and efficiently in the accomplishment of an organization's goals. The case method is used to provide an understanding of the issues and environment of management control. [24L]

Prerequisite: MGT323H5

Exclusion: MGAD40H3 or RSM422H1 (SSc)

Distribution Requirement: SSc

Course Objective

The overall objectives of the course are two-fold. First, after taking the course, students should develop a solid understanding of management control framework. Management control systems must be integrated with an organization's goals and strategy. A good management control system aims at facilitating the execution of an organization's business strategy. Second, after taking the course, students will obtain basic skills in assessing the effectiveness of a management control system in the organizational context. The design of a management control system consists of many choices and options and not all of them are equally effective in different business environments and organizational contexts.

This course is designed to broaden and deepen your conceptual and technical understanding of management control systems (MCS). MCS are considered broadly to include everything that managers do to ensure good performance or, more specifically, to ensure that the company's strategies get implemented effectively. But the emphasis in the course is on financial controls, which dominate in importance at managerial levels in all but the smallest organizations. Using financial controls requires managers to make decisions about: (1) responsibility structures (e.g., cost centers, profit centers), (2) performance measures (e.g., market, financial, and/or nonfinancial measures and their combinations), (3) performance evaluations, which take into consideration performance targets or other benchmarks, and (4) rewards (including performance-dependent compensation).

Discussions in class will not be limited to the case or articles assigned for the week. Discussions can also include any topic, issue or event that is relevant to management control in a broad sense.

Cases are used in most sessions and students will be required to present one case in class as part of a team of students during the term. The cases are both a learning tool for the class as well as for each presenting student team. The cases tend to be focused on the subjects that are being discussed in that session and have the major objective of enforcing the learning of the subject matter and illustrating the use of the subject in real life. The cases are all real companies, which allows the students presenting the case in class to relate the time period and events in the case to the present-day situation of the organization and its competitors.

A final objective of the course is to give students a chance to practice their oral and written presentation skills, as well as their ability to work effectively in a group.

Textbooks and Other Materials

Materials will also be distributed on Quercus.

Students are expected to read the required for the week BEFORE coming to class.

The focus of most of the classes will be on discussions of cases. The readings are intended to provide background that is useful for informing the case discussions. For each case assignment, I will provide some Discussion Questions. These questions are intended

to help frame and focus your reading and consideration of the course materials. Class discussion will normally go beyond these questions.

Assessment and Grading Policies

Type	Description	Due Date	Weight
Presentations	Student-led case discussion (Group)	On-going	20%
Class Participation	Participation (Individual)	On-going	15%
Assignment	Weekly case submissions and peer evaluations (Individual)	On-going	35%
Final Exam	Final exam (Individual)	TBA	30%
		Total	100%

Note that the Course Schedule, Assessment and Grading Policies detailed in this course outline are contingent on class delivery staying unchanged. The course outline may change at the instructors' discretion under unforeseeable circumstances, e.g. lockdown due to COVID. For example, if we are required to offer courses via remote delivery during the semester, the instructor will make the necessary adjustments, including, but not limited to, the nature and timing of assignments and tests, reweighting of course assessments, and other course content. These changes will be communicated via Quercus.

Requirements and Criteria

Student-led Case Discussions

To develop presentation and communication skills, there will be groups presenting cases in class. The instructor will select the groups, with each group consisting of around 3 to 5 students depending on class enrolment. Each group will be assigned a case in the first class. In general, plan for a 45-minute presentation. Handouts, overheads, etc. are encouraged and are the responsibility of the presenting group.

Groups are encouraged to meet with the instructor to discuss their preparations for the presentation. It is advisable to carry out further research beyond the required readings to make the presentation more interesting and insightful. Innovations in presentation style and organization that will enhance the understanding of the issues and facilitate class participation are especially encouraged.

Each group is required to hand in a hard copy handout of PowerPoint slides (if applicable) to the instructor before the class, and to upload the PowerPoint slides immediately after the presentation. The first slide should clearly list the names of all group members and the last slide should list the key references and important information sources, if applicable.

Groups are responsible for their internal management, but the instructor is always available for consultation if difficulties persist. It is each student's responsibility to communicate with the other members of the group. In cases where it is clear that an individual has made little or no contribution to the group work, the instructor reserves the right to adjust that individual's mark on the group part of the project grade to a mark less than that given to the group as a whole. For example, in a situation in which no contribution has been made, a mark of zero will be given.

Further guidelines on the student-led case discussion, including how it will be graded, will be posted on Quercus.

ALL STUDENTS are expected to have read the material assignment for that week. This includes the case for the week, irrespective of whether your group is presenting that week or not. Everyone is expected to have read the required readings and the case and to have prepared the assigned discussion questions before coming to class. You should be able to ask intelligent questions and make constructive comments about the case.

Weekly Case Submissions

This course is structured to optimize student-to-student learning. As a fourth-year student, you are expected to not only learn from the interactions with other students in the class, but also constructively contribute to the learning of other students. This places a significant responsibility on each student to take each week's class seriously and prepare for each class.

Questions will be posted each week on Quercus relating to the cases under discussion that week. One or two questions will be assigned to each student on a random basis. The length of the answers depends on the questions, but answers are generally about one page (500 words max) in length.

Students must submit their answers for the case for the week to Quercus by Sunday midnight prior to Monday's class.

The answers will be graded based on the quality of the answers, the insight shown by the student and the application of theory to the case as appropriate.

Students who are responsible for leading the week's case discussion do not have to take part in the weekly, but can if they want to.

The final grade will be based on the **highest seven** marks for the weekly hand-ins.

Class Participation

This course is case-based with extensive reading requirements. The best way to learn from cases and to address practical issues in management control is through open debate and discussion in class to share our views and insights. Everyone is expected to have read the required readings and the case and to have prepared the assigned discussion questions before coming to class. You can participate by answering my questions or questions from other students in class, by raising relevant questions about the case, or by participating in a discussion during the presentation.

Some things the instructor will consider in allocating a participation mark are:

- Are the points that are made relevant to the discussion with respect to increasing understanding, or do they merely restate case facts, but not in support of good, interesting ideas?
- Do the comments take into consideration ideas offered by others earlier in the class, or are they points in isolation? Good comments often (but of course not always) tend to reflect not only good preparation, but also good listening, interpretation, and integration skills. In other words, do the comments move the conversation forward?
- Do the comments distinguish among different kinds of data: facts; opinions; assumptions; inferences?
- Do the comments reflect a thorough knowledge of the case and its details?

To encourage all students to participate, the instructor will randomly select students from the class list to answer questions and provide comments on specific issues during class.

Some students may feel anxious or even intimidated to speak openly in class. The best way to overcome this anxiety is to prepare well before the class. You can take a brief note of key facts in each case and write down any issues or questions you may have when reading the article or the case. You can also attempt to answer the discussion questions listed in the course outline for each class. That way, you will be able to ask relevant questions and contribute to class discussion. You can also achieve a better understanding of the key learning points from each case or article.

Finally, to facilitate the instructor's assessment of class participation, students are asked to bring a name card to each class and place the card in front of them.

Class participation will be assessed based on the quality of the comment, not the quantity, and how these comments relate to the ongoing discussion. CLASS ATTENDANCE ALONE DOES NOT CONSTITUTE CLASS PARTICIPATION.

Final Exam

Please note that your final exams for this course will be written on a laptop computer in the classroom. You will therefore need to bring a laptop computer to class for your final exam. If you do not have access to a laptop for your final exam, please email me at jenny.gao@mail.utoronto.ca by January 15, 2024 at the latest so that I can arrange a laptop for you to borrow for the Final Exam. I will confirm with you on January 30, 2024 that the Department has a laptop for you to borrow for your final exam. If you do not hear from me by then, please follow up with me by midnight on January 30.

The final exam will cover all topics and issues we discuss in this course. It is an open book and will consist of a case similar to the cases discussed in class each week, plus questions relating to the topics and cases discussed each week.

The best way to prepare for the final examination is to carefully read the required readings and prepare for the assigned discussion questions for each class. and participate in class. It is not a good strategy to skip classes and wait until the last week to prepare for the final examination.

Conduct of Class

Punctuality: Please be on time for class as coming late or leaving early will disturb the class.

Class Structure: Most classes will consist of a discussion of the case and topic of the week. The discussion will be led by a group of students. (see Student-led Case Discussion above).

Class Preparation: Please note that there is a significant amount of reading required for this course. It is the student's responsibility to do all the readings. There will be a minimal amount of "lecturing of the theory" of topics from the textbook. Students are therefore required to study the textbook on their own.

A significant amount of the learning in this course will come from interaction with your peers. As fourth-year students, you have obtained enough skills and knowledge to constructively contribute to the learning of your peers. This means that you have an important responsibility to make quality contributions to the course.

Keep in mind:

- (a) Usually there are no perfectly good management control systems or perfectly bad management control systems.
- (b) Studying good systems is useful since we can learn what makes them good.
- (c) Studying poor management control systems is also (perhaps even more) useful, since we can learn a lot from failures.
- (d) Weaknesses exist in even a good management control systems.
- (e) Weaknesses should be evaluated relative to resources (money; talent; etc.)
- (f) Recommendations for change should be accompanied by implementation recommendations. Costs (both easy-to-measure and hard-to-measure) as well as benefits (again both easy and hard to measure) should accompany each suggestion for change.

Contacting the Instructor by Email The instructor works during normal business hours. Students can expect a response to emails within 1 to 2 business days. If you haven't heard back within that time frame, check your spam folder and then send a brief follow-up query if necessary. Please follow professional norms when sending emails and use your UToronto e-mail address. In the subject link, make sure your email starts with "[MGT428H5S] ...".

Procedures and Rules

Special Consideration Request for Academic Accommodation Request - Missed Tests & Quizzes (term work only, no final exams):

To be considered for academic accommodation for missed tests and quizzes (ONLY), please follow the appropriate next steps depending on your circumstance (i.e. illness related or non-illness related). **Do NOT submit a petition for final exams.** Final exam deferrals must be submitted through the Registrar's Office. Extension of time requests should follow the same process.

Special Consideration Request Application: https://uoft.service-now.com/utm_scr

Illness or Non-illness Related Next Steps

- 1. **Inform your professor in writing** (e-mail is acceptable) **no later than 24 hours after the test or quiz** date of any circumstances that prevent you from writing a test or quiz. Failure to do so will result in your special consideration request petition being denied.
- 2. Submit an online Special Consideration Request as soon as possible, but no later than 72 hours after the test or quiz date. Failure to do so will result in your request being denied. Special Consideration Request Application: https://uoft.service-now.com/utm_scr
- 3. Provide your supporting documentation on the Special Consideration Request Application by attaching screenshots or relevant documents within one week of the missed test/quiz. Supporting documentation may include a screenshot of the Absence Declaration tool on ACORN. Please ensure the dates identified in your absence declaration include the actual test or quiz date, if applicable. Please refer the course outline for term work exclusions from use of Absence Declaration. The Department requires supporting documentation (such as Verification of Illness form) if your course outline excludes test/quiz from the one-time ACORN declaration. Illness related documentation include the Verification of Illness form which must be in English and completed by a practitioner registered and licensed in the Province of Ontario with original signature and business stamp. Non illness related documentation will vary but a death in the family requires submission of a death certificate. Requests without supporting documentation will be denied.

IMPORTANT

- Failure to follow this process will result in your Special Consideration Request being denied.
- If your form is not completed correctly with the necessary details to assess your Special Consideration Request, your request may be denied.
- In the case of an illness, you need to follow the specific Missed Tests requirements for your course (see Missed Tests section below).
- You may receive a follow up email or response on the Special Consideration Request Application from the UTMM petitions committee. If so, you MUST respond within 24 hours.
- If there is concern about your Special Consideration Request, your request may be refused and/or you may be asked to meet with an Associate Chair or Program Director.
- If you have multiple Special Consideration Requests your request may be refused.

• If you do not complete the make-up work as and when required, you will receive a grade of zero for the original missed test; further special consideration is not permitted.

Holidays and pre-purchased plane tickets, family plans (unless critical, such as death of an immediate family member), your friend's wedding, lack of preparation, or too many other tests are not acceptable excuses for missing a quiz, a test, or an item of course work.

The written explanation and documentation that you submit represents an appeal from you, which requests the opportunity to account for that portion of your grade in an alternate manner than the normal one that is described in this course outline. If an appeal is not received by the deadline specified above, or if the appeal is deemed unacceptable, you will receive a grade of zero.

Late Assignment(s):

The individual components of the weekly assignments are due at the times indicated above. No late assignments will be accepted. The weekly assignment grade will be based on the seven highest weekly grades. Students can therefore choose to not complete a **maximum of four** weekly assignments without any penalty. If a student cannot complete a weekly assignment for any reason, it will count towards the four weekly assignments that the student can choose not to complete.

Final Exams:

Students who cannot complete their final examination due to illness or other serious causes must file an <u>online petition</u> within 72 hours of the missed examination. Late petitions will NOT be considered. Upon approval of a deferred exam request, a non-refundable fee is required for each examination approved. See the Office of the Registrar <u>Administrative Fees for Services</u> page for more information.

Academic Misconduct:

Academic integrity is essential to the pursuit of learning and scholarship in a university, and to ensuring that a degree from the University of Toronto Mississauga is a strong signal of each student's individual academic achievement. As a result, UTM treats cases of cheating and plagiarism very seriously.

The University of Toronto's Code of Behaviour on Academic Matters outlines behaviours that constitute academic dishonesty and the process for addressing academic offences. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment.

On tests and exams:

- 1. Using or possessing unauthorized aids.
- 2. Looking at someone else's answers during an exam or test.
- 3. Misrepresenting your identity.

In academic work:

- 1. Falsifying institutional documents or grades.
- 2. Falsifying or altering any documentation required, including (but not limited to) doctor's notes.

Students should note that copying, plagiarizing, or other forms of academic misconduct will not be tolerated. Any student caught engaging in such activities will be subject to academic discipline ranging from a mark of zero on the assignment, test or examination to dismissal from the university as outlined in the academic handbook. Any student abetting or otherwise assisting in such misconduct will also be subject to academic penalties.

Normally, students will be required to submit their course essays to the University's plagiarism detection tool for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the tool's reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of this tool are described on the Centre for Teaching Support & Innovation web site (https://uoft.me/pdt-faq).

Standard of Conduct in this Course:

Since this course is part of a degree designed to give you a broad understanding of the world of business, we aim to run the course in a way which will be consistent with the world of business - where many of you will spend your working lives. We strive to

provide accurate information, quality materials and good service, consistent with our obligations to maintain the high academic standards of the Department of Management at the University of Toronto Mississauga.

In return we expect that you will conduct yourself in a way that prepares you for the world of work.

- We start on time, so please do not arrive late and disrupt others.
- Leaving class early is also disruptive to your colleagues and will not be permitted unless you have made prior arrangements with the instructor.
- Turn off your cell phone.
- Keep up to date. Make sure that you know the class schedule. Check on the course web page for updates and posted materials.
- During the class, respect the learning opportunities of others. Don't distract others by chatting to your neighbour. Our expectation is that you will not only contribute in class to your own learning, but also that of others.

Remote assessments:

- 1. Accessing unauthorized resources (search engines, chat rooms, Reddit, etc.) for assessments.
- 2. Using technological aids (e.g. software) beyond what is listed as permitted in an assessment.
- 3. Posting test, essay, or exam questions to message boards or social media.
- 4. Creating, accessing, and sharing assessment questions and answers in virtual "course groups."
- 5. Working collaboratively, in-person or online, with others on assessments that are expected to be completed individually.

All suspected cases of academic dishonesty will be investigated following procedures outlined in the Code of Behaviour on Academic Matters. If you have questions or concerns about what constitutes appropriate academic behaviour or appropriate research and citation methods, you are expected to seek out additional information on academic integrity from your instructor or from other institutional resources.

Copyright Notice:

Please be advised that the intellectual property rights in the material referred to on this syllabus and posted on the course site may belong to the course instructor or other persons. You are not authorized to reproduce or distribute such material, in any form or medium, without the prior consent of the intellectual property owner. For example, uploading course assignments or solutions to Coursehero, Easy Edu, and other tutoring sites and services is strictly prohibited. Violation of intellectual property rights may be a violation of the law and University of Toronto policies and may entail significant repercussions for the person found to have engaged in such act. If you have any questions regarding your right to use the material in a manner other than as set forth in the syllabus, please speak to your instructor.

Additional Information:

U of T statement on commitment to equity, human rights, and respect for diversity

The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

UTM statement on academic integrity

UTM wishes to remind students that they are expected to adhere to the Code of Behaviour on Academic Matters regardless of the course delivery method. UTM expects that students will maintain the same academic honesty and integrity both in a classroom setting and online. Potential academic offences related to digital contexts include, but are not limited to:

- Accessing unauthorized resources (search engines, chat rooms, Reddit, etc.) for assessments.
- Using technological aids (e.g. software) beyond what is listed as permitted in an assessment.
- Posting test, essay, or exam questions to message boards or social media.
- Creating, accessing, and sharing assessment questions and answers in virtual "course groups."
- Working collaboratively, in-person or online, with others on assessments that are expected to be completed individually.

All suspected cases of academic dishonesty will be investigated following procedures outlined in the Code of Behaviour on Academic Matters . If you have questions or concerns about what constitutes appropriate academic behaviour or appropriate research and citation methods, you are expected to seek out additional information on academic integrity from your instructor or from other institutional resources.

RGASC

The Robert Gillespie Academic Skills Centre (RGASC) is located in Room 3251 on the third floor of the Maanjiwe nendamowinan Building. The RGASC offers individual consultations, workshops (many CCR-accredited), and a wide range of programs to help students identify and develop the academic skills they need for success in their studies. In Winter 2022, their

programming will include both in-person and online options. Visit the <u>RGASC website</u> to explore their online resources, book an in-person or online appointment, or learn about other programming such as Writing Retreats, the Program for Accessing Research Training (PART), Mathematics and Numeracy Support, and dedicated resources for English Language Learners.

UTM Library's

UTM Library - The University of Toronto Library provides access to a vast collection of online and print resources to faculty, staff, and students and is the largest academic library in Canada. The UTM Library offers Reference and Research Help inperson and also virtually, through chat, Zoom, and individual research consultations, to help students navigate library databases, find relevant articles for their research, and cite correctly. The Library Workshops and Events help students learn about the search techniques and specialized software, needed to be successful in their academic journey. For more information, visit http://library.utm.utoronto.ca.

Course Schedule

Date	Topic	
2024-01-08	Week 1: INTRODUCTION	
	 Introduction to the course Course expectations and logistics Overview of management and control 	
	No preparation needed for this class	
2024-01-15	Week 2: GENERAL MANAGEMENT CONTROL	
	Readings: See Quercus	
	Case: Westchester Distribution	
	This case discussion will be led by the instructor.	
2024-01-22	Week 3: RESULTS CONTROLS	
	Readings: See Quercus	
	Case: Atlanta Schools: Measures to Improve Performance	
	This discussion will be led by Group A	
2024-01-29	Week 4: ACTION AND PERSONNEL CONTROLS AND CONTROL SYSTEMS TIGHTNESS	
	Readings: See Quercus	
	Case: Controls at the Bellagio Casino Resort	
	This discussion will be led by Group B	
2024-02-05	Week 5: CULTURE CONTROL	
	Readings: See Quercus	
	Case: Patagonia, Inc.	
	This discussion will be led by Group C	
2024-02-12	Week 6: INCENTIVES & MYOPIA	
	Readings: See Quercus	
	Case: Janalakshmi Financial Services' HR Dilemma	
	This discussion will be led by Group D	
2024-02-19	Week 7: READING WEEK	
2024-02-26	Week 8: INCENTIVES & MYOPIA	
	Readings: See Quercus	
	Case: Southern California Edison	
	This discussion will be led by Group E	

2024-03-04	Week 9: FRAUD		
	Readings: See Quercus		
	Case: Punjab National Bank - The Modi Fraud-System Failure or People Failure		
	This discussion will be led by Group F		
2024-03-11	Week 10: CORPORATE GOVERNANCE AND BOARD OF DIRECTORS		
	Readings: See Quercus		
	Case: Governance Failure at Satyam		
	This discussion will be led by Group G		
2024-03-18	Week 11: ENVIRONMENTAL, SOCIAL & GOVERNANCE - SOCIAL		
	Readings: See Quercus		
	Case: De Beers Canada - The Attawapiskat Context		
	This discussion will be led by Group H		
2024-03-25	Week 12: ETHICS		
	Readings: See Quercus		
	See course website for discussion questions and possible further readings		
	Case: Fiji Water & Corporate Social Responsibility		
	This discussion will be led by Group I		
2024-04-01	Week 13: NOT-FOR-PROFIT ORGANIZATIONS		
	Readings: See Quercus		
	Discussion: Management control at the University of Toronto - the good, bad and ugly and how you would change it.		
	This discussion will be led by Group J		
TBA	Final Examination		

Last Date to drop course from Academic Record and GPA is March 11, 2024.

The Course Schedule above is subject to change due to the constantly evolving nature of COVID public health measures. Please check Quercus and emails regularly for any changes to the proposed schedule.