

Course Information	
Subject	Management control and Audit
Degree	Master in Finance
Course	First course
Term	Second Term
ECTS – Credits	3,0 ECTS
Type of Course	Elective
Department	ICADE Business School
Area	Finance

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COURSE SPECIFICS

Context of the Course
Contribution to the professional profile of the master degree. Management control allows senior management to guide a company's activities in general and financial institutions, in particular, towards the achievement of previously established objectives.
Class Aims The student will acquire knowledge and skills that will improve their ability to plan and identify opportunities and risks related to the construction and use of effective information to improve managerial decision-making and management control in a global business context. Management accounting (management control) provides students with a range of techniques to identify, measure, assess, and control such data related to economic events in the company and its environment and affect the quality of its decision-making in the strategic and operational fields. Not all students will develop their activity as management accountants or as financial controllers. However, they will require this managerial accounting information in their daily work or support decision-making processes. <ul style="list-style-type: none"> • Upon completion of the course, students will be able to: • Know the fundamental aspects of planning and management control processes in organizations. • Know basic concepts of cost accounting. • Describe and design control systems. • Make and manage a budget and its deviations. • Understand the role of the auditor. • Analyze the Financial Information Internal Control System (SCIIF).

CONTENTS

Contents
Lesson 1: Management control basics
<ul style="list-style-type: none"> • Management accounting in a general control framework.
Lesson 2: Cost accounting
<ul style="list-style-type: none"> • Costs: concept • Cost models • Full costing • Indirect costs allocation: techniques • Variable costing • Cost-volume-profit analysis
Lesson 3: Responsibility accounting
<ul style="list-style-type: none"> • Responsibility centers: types • Principles of responsibility accounting • Performance reporting: legal entity, business unit, responsibility center
Lesson 4: Relationships between responsibility centers
<ul style="list-style-type: none"> • Transfer pricing • Tax implications
Lesson 5: Management accounting systems
<ul style="list-style-type: none"> • Management accounting systems • The strategic plan • The budget: Types • The master budget: the operating and financial budget • Budgetary cycle
Lesson 6: Budgetary control
<ul style="list-style-type: none"> • Variance analysis: techniques • Variance analysis and performance assessment: Business unit, responsibility center
Lesson 7: The Balanced Scorecard (BSC)
<ul style="list-style-type: none"> • Strategy implementation • The strategic map and the BSC
Lesson 8: Internal control
<ul style="list-style-type: none"> • Internal control • Risk management • The role of internal audit
Lesson 9: Internal control over financial reporting (ICFR)
<ul style="list-style-type: none"> • The internal control over financial reporting • The role of external audit

Competences
General competences
CGB 1. Capacity for analysis and synthesis
CGB 2. Problem solving and decision making
CGB 3. Capacity for organization and planning
CGB 4. Ability to manage information from different sources
CGB 5. Advanced computer skills related to field of study
CGB 6. Interpersonal skills: listen, argue and debate
CGB 7. Leadership and teamwork
CGB 8. Critical and self-criticism capacity

CGB 9. Ethical commitment
CGB 10. Recognition and respect for diversity and multiculturalism
CGB 11. Ability to learn and work independently
CGB 13. Action and quality orientation
CGB 14. Ability to process and transmit ideas, projects, reports, problems and solutions
Specific competences
CE 11. To Know and to apply the characteristics of the activity of management control and auditing tools to issue the audit report and to choose the most appropriate management control system.

TEACHING AND LEARNING

General methodology characteristics of the course	
Classroom methodology: Activities	Competences
<p>Theoretical aspects: In which the theoretical concepts are explained. The presentation will vary in each session; sometimes, it will require some previous reading. Others, it will be a master class with explanations through a presentation.</p> <p>Sessions with interactive discussions: Class presentations and class discussion as a result.</p> <p>Practical work: These hours will be dedicated to doing exercises and comments on the work previously done by the students.</p>	
Methodology - Not in the class: Activities	Competences
<p>Individual work: Outside class, the student must follow the following activities: Make sure new concepts are clear and ask the teacher for questions. Each week do the tasks indicated for the next class. Prepare the case studies to be done in class. Make the presentations in groups of three students presenting two copies, one for the teacher and one to discuss in class. Do the recommended readings.</p>	

EVALUATION AND GRADING CRITERIA

Types of Evaluation	Criteria	Weight
Exam, public defence, practical cases, and final Presentation (SE1). FINAL EXAM	To pass the subject, the final exam mark must be at least 4,90. Right answers; Organization of information; Synthesis.	30%
Individual Test (SE2). TWO INDIVIDUAL MIDTERM EXAMS	Right answers	15%
Public, individual or group presentations (SE3) FINAL CASE PRESENTATION	Apply instructions and criteria.; Organization of information; Clarity in presentation; Means of support used; Synthesis.	15%
Individual Assignments/Practices/Works (SE4) INDIVIDUAL ASSIGNMENTS/PRACTICES/WORKS, SAME WEIGHT EACH	Apply instructions and criteria; Appropriateness in the statement of the questions; Right answers; Organization of information; Clarity in presentation; Means of support used; Synthesis.	10%
Group Assignments/Practices/Works (SE5) GROUP	Apply instructions and criteria; Appropriateness to the statement of the questions; Right answers; Organization of	15%

ASSIGNMENTS/PRACTICES/WORKS SAME WEIGHT PER EACH	information; Clarity in presentation; Means of support used; Synthesis <u>Distribution and organization of work.</u> <u>Everyone must participate.</u>	
Participation (SE6) PARTICIPATION, ACHIEVEMENT OF OBJECTIVES, AND COMMITMENT THROUGHOUT THE CLASSES	To achieve the pass mark, the student is required to help/push into the dynamics of the classes, provide evidence of achievement of objectives, predisposition, commitment, and initiative.	15%

Notes to the evaluation criteria:

1. All students must meet a minimum of 75% attendance in the whole subject.
2. For the exercises to be taken into account, they must be delivered through Moodle in time and format.
3. If, when combining the criteria, the final grade is equal to or higher than 5, but the minimum grade for the exams or final tests has not been achieved, the final grade will be reduced to a maximum of 4,0 points.
4. In case a student does not obtain a grade of 5,0, the student may take an extraordinary exam. In that case, if the student passes the retake exam, his/her final grade in the subject must be 5,00.
5. If the student does not comply with 70% of the evaluation activities, the weightings of the evaluation system table will not be applied, and the maximum final grade will be 4,0.

Evaluation criteria to apply at second enrolment:

Types	Criteria	Weight
Individual assignments	To pass the course, the student must deliver all the tasks assigned by the teacher	15%
Taking written exams, multiple choice tests, concept tests and solving practical cases as an exam	At least 5,00 points on the final exam, or at least an average of 5,00 on all examination activities.	70%
Participation	To achieve the pass mark, the student is required to help/push into the dynamics of the classes, provide evidence of the achievement of objectives, predisposition, commitment and initiative.	15%

Evaluation criteria to be applied in the case of school waiver/exemption:

In cases of exemption/dispensing from schooling, provided that the student duly justifies it, the grading criteria will be 70% for the exam (if the subject allows it, two exams will be taken, 35% each) and 30% for individual works. The individual works will serve to control the evolution of the student's learning. Only in cases in which the student is not able to answer in writing and provide evidence that justifies it, the exam may be oral, and the content of the student's answers will be transcribed.

Criteria in health alert:

The student must be permanently identified, with an identification in the classroom and with their full name remotely. Students should not change the spaces they occupy in the classroom, unless directed by a teacher or the program management.

Failure to comply with any of the health recommendations during the class sessions may imply failure in the subject.

SUMMARY OF STUDENT WORK HOURS
ATTENDANCE HOURS

Lectures (AF1)	Content presentation (AF2)	Homework presentation (AF3)	Exercises and assessment (AF4)	Class discussion (AF5)	Seminars, workshops, case studies (AF6)	Interdisciplinary activities (AF7)	Simulations (AF8)
3	9	3	7	2	2	3	1
NON-ATTENDANCE HOURS							
Study and analysis of documentation (AF9)		Performing assignment and case studies (AF10)		Tutorial sessions (AF11)		Conducting collaborative work (AF12)	
25		11		5		6	
ECTS CREDITS:						3 ECTS	

BIBLIOGRAPHY

Recommended Bibliography

Textbooks

MANAGEMENT CONTROL SYSTEMS, Robert N. Anthony and Vijay Govindarajan, 12th edition, MCGraw Hill 2007, ISBN 0-07-310089-7

Horngren, Charles T., Srikant M. Datar, and Madhav Rajan. Cost Accounting: A Managerial Emphasis. 15th ed. Pearson, 2015.

Additional Readings