

**Subject Description**

This subject will identify and assess the contributions of accounting to management planning and control, in both private sector and public sector organisations. Drawing upon insights gained from conventional, or positivist, and critical research paradigms, particular emphasis is given to the influence of political, organisational and cultural contexts on the choice, efficacy of, and the purposes served by, management planning and control systems.

**Objectives**

As a result of active participation in seminars, *conscientious attention* to the weekly readings and satisfactory completion of all assessment work, students should be able to:

⇒ appreciate the importance of control systems to organisations;
⇒ specify the essential ingredients of effective management control systems;
⇒ describe the main contributions of accounting to effective management planning and control;
⇒ identify the consequences of conventional views of the role of accounting for management planning and control systems;
⇒ question the impact of accounting on management planning and control systems;
⇒ recognise the relationship between management planning and strategic planning;
⇒ assess the significance of trust for an effective management planning and control system;
⇒ critically evaluate planning and control systems in terms other than their ability to promote optimum performance;
⇒ recognise the political dimensions of planning and control systems;
⇒ understand the essential behavioural nature of management planning and control systems;
⇒ understand the constitutional importance of accounting in the public sector and the impact of recent reforms on management planning and control
⇒ write well-argued and convincing case study reports and present the final product in a professional manner; and
⇒ present a case to support a position cogently and with conviction.

**Seminar Presenters**

Professor Warwick Funnell and Mr Phil Venables will lead the seminars.
Contact Details

Professor Funnell:
Office: Room 40.335
Telephone: 02 42213739.
Email: warwick@uow.edu.au. Please use email only if you are unable to attend the university in person or are unable to telephone.
Consultation Times:
Tuesday 2.00-5.00pm
Wednesday 12.30-1.30

Mr Phil Venables
Office: Room 40.304
Telephone: 02 42215376
Email: venables@uow.edu.au Please use email only if you are unable to attend the university in person or are unable to telephone.
Consultation Times:
Thursday 2.00-4.00pm (ACY914 students have preference at this time)
Wednesday 1.00-3.00pm

Seminar Time and Location

Wednesday 10.30-12.30 Room 19.G016

Reading Material

Each week there will be a selection of readings drawn from a wide variety of sources. The text which students are encouraged to buy is: MacIntosh N. (1995), Management Accounting and Control Systems: An Organisational and Behavioural Approach, Chichester, Wiley. This text will be used throughout the subject. The other text which will be used throughout the subject but which students do not have to purchase is: Merchant K. (1998), Modern Management Control Systems, New Jersey, Prentice Hall. Copies of both of these books have been placed in the Closed Reserve section of the Library along with Funnell W. and Cooper K. (1998), Public Sector Accounting and Accountability in Australia, Sydney, UNSW Press, which will be used for Seminar 12. Other books placed in the Closed Reserve section of the library are indicated in the seminar topics shown later in this subject program.

Teaching Approach

The objectives of the subject will be achieved through extensive readings, the completion of case studies, other formal assessment work, lively discussion amongst
readings. For those weeks which have a case study, the reading will be reduced to allow students more time to prepare their responses to the issues raised in the case study. Case studies provide the opportunity to apply knowledge and to be alerted to the complexities that confront management on a daily basis.

In addition to the content of case studies which emulate conditions in practice, case studies also provide the opportunity for students to develop their ability to work in teams. This is now one of the most highly prized characteristics which employers seek in prospective employees. Increasingly, success in the corporate world is built upon the talents and contributions of individuals working as part of small teams. Thus, students will be asked to sort themselves into groups for the purpose of examining case studies. Each week that there is a case study, representatives of one of the groups will lead the discussion of the case. Irrespective of which group is presenting a case study in a particular week, all students must prepare each of the case studies. Part of the progressive assessment for this subject will be derived from an evaluation of case study presentations.

While students will be encouraged to work together to analyse case studies, they will be expected, when submitting a report for assessment, to take themselves aside at the time of writing up the results of their deliberations and write a report which reflects some of their own ideas and their own way of presenting an analysis of the case study. Obviously, if much of the analysis of the case study was carried out with members of a group, many of the ideas and conclusions will be similar across members of the group.

*There is no WebCT for this subject.*

**Performance Assessment Methods**

The final composite mark in this subject is composed of:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weightage</th>
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<tbody>
<tr>
<td>Two Case studies (10% each)</td>
<td>20%</td>
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<tr>
<td>Essay</td>
<td>20%</td>
</tr>
<tr>
<td>Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>50%</td>
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</tbody>
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100%

*Note:*
- All assessment work is to be given to the seminar presenter, either Professor Funnell or Mr Venables, in the appropriate class. Submission of assessment work will be acknowledged by a receipt.
- Examination marks may be scaled.
- You should expect to spend a further 8-10 hours a week on this subject outside class times.

**Case Study Reports**

Case study reports are expected to be approximately five pages in length with adequate
prepare all case studies, although only two will be submitted for assessment and count towards the final marks given in this subject. Students may select the case studies, from those provided, which they would like to count towards their progressive mark. To assist students with their case study preparations, some of the first seminar will be devoted to case study presentation and analysis.

Case study reports must have the following features:
⇒ Double line or one and a half line spacing;
⇒ completed using a computer word processing package;
⇒ be at least in 11 or 12 point font; and
⇒ have a cover sheet stating student name, subject name and number and the topic relevant to the case study. A cover sheet is available on the School of Accounting and Finance website.

Seminar Presentation
The seminar mark in the progressive assessment refers to the presentation of case studies and participation in the discussion of the readings in class. During the presentation of case studies, students should consider using the overhead projector with transparencies and the chalkboard. At the conclusion of the seminar, any case studies that are to be considered as part of the progressive assessment are to be submitted for assessment.

Essay
The essay is to be no longer than 2,500 words ie. around ten A4 pages. It is to have the same presentation features as the case study reports (see above). In addition, the essay is to contain:
⇒ a synopsis, to appear after the cover sheet, of between 100 to 150 words;
⇒ a referencing system in the body of the essay which follows the method used by the journal Accounting, Auditing and Accountability Journal. Students are to familiarise themselves with this system (also called the Harvard system). Students who fail to reference adequately and honestly will be heavily penalised.
⇒ a reference list at the end of the paper which shows for each entry the author, date of publication, the name of the article in inverted commas if it refers to a journal, the journal name in italics, volume and issue number and the page numbers of the article. This information must appear in this order. For examples see references below in the reading lists. If a book is used the system of referencing is the same, except after the date of publication should come the name of the book, in italics, the place of publication and then the publisher.

The essay is due on 5 May 2004 and is to be handed to the lecturer in class on this day.
Choose one of the following topics on which to write your essay.

“All organisations are essentially sets of political coalitions, each of which seeks its own advantage”. What are the implications of this view for management planning and control systems? How does it contradict a traditional functionalist conception of organisations?

or

Explore the relationship between trust in organisations and the need for formal control systems. In your discussion include an examination of the role of trust in a world class competitive environment.

or

How might control systems create control without the need for overt, visible control mechanisms? Refer in particular to the writings of Foucault.

or

Etzioni described organisations as “social units deliberately constructed to seek specific goals”. Critically examine each of the key elements of this definition.

or

Discuss the following statement: “Management involves developing and exercising power and influence to transform individual interests into coordinated activities that accomplish valuable ends”.

Final Examination
The date and time of the final examination will be provided by the University later in the session. The examination will be composed entirely of essays and will last for three hours. In answering their questions, students will be expected to draw upon their reading covered over the session. Towards the end of the session Professor Funnel will provide students with more specific assistance with preparation for the examination.

Attendance Requirements
Students are reminded that 10% of their final mark has been allocated to class participation. In the absence of satisfactory reasons for absences from class, students who do not attend at least ten (10) classes will have their class participation mark heavily penalised.
University Student administration

Telephone 61 2 4221 3938
Facsimile 61 2 4221 4322
Email studentq@uow.edu.au
Student OnLine Services http://www.uow.edu.au/student/sols

Library

Telephone 61 2 4221 3548
Web http://www-library.uow.edu.au

Performance grades

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<thead>
<tr>
<th>Grade</th>
<th>Description</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>HD</td>
<td>High Distinction</td>
<td>85–100%</td>
</tr>
<tr>
<td>D</td>
<td>Distinction</td>
<td>75–84%</td>
</tr>
<tr>
<td>C</td>
<td>Credit</td>
<td>65–74%</td>
</tr>
<tr>
<td>P</td>
<td>Pass</td>
<td>50–64%</td>
</tr>
<tr>
<td>F</td>
<td>Fail (unsatisfactory completion)</td>
<td>0–49%</td>
</tr>
</tbody>
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Plagiarism

Plagiarism is not acceptable and may result in the imposition of severe penalties. The University provides clear guidelines on its attitude towards plagiarism and how to avoid unintentional plagiarism in the Postgraduate University Calendar, located on the web at http://www.uow.edu.au/handbook/courserules/plagiarism.html. Students are advised to read these carefully. If any doubts remain as to what constitutes plagiarism, students should discuss the matter with the subject co-ordinator.
Special Consideration and Supplementary Examinations

University policy requires students who, through serious illness or other circumstances beyond their control, are unable to attend an examination or meet any of the other course requirements, to submit medical or other documented evidence as soon as possible after the event to support their request for special consideration. The evidence should be submitted to Student Inquiries Office. Students should make their request online using SOLS [http://www.uow.edu.au/student/](http://www.uow.edu.au/student/).

Students should note that supplementary examinations are not an automatic entitlement on the submission of a request for special consideration. In cases where the decision is made to allow a supplementary examination, students will usually be required to take the examination at a date to be determined by the School within three weeks of the end of the formal examination period. Students will be notified of the exam at least seven days beforehand. It is every student’s responsibility that the University has a correct record of your current address. Full details of the University’s policy regarding special consideration are available on the web at [http://www.uow.edu.au/handbook/courserules/specialconsideration.html](http://www.uow.edu.au/handbook/courserules/specialconsideration.html) students should familiarise themselves with these policies. Consistent with University provisions, in general, it is the policy of the Department of Accounting and Finance to give supplementary examinations only in exceptional circumstances.

Disability Policy

If a student with a disability requires reasonable accommodation in this subject, they are strongly advised to discuss the issues early in the session with one of the following people: the Disability Liaison Officer, Faculty Disability Adviser and/or the Subject Coordinator. Students with a disability should also register with the University of Wollongong Disabilities Unit. More details can be found on the web at [http://www.uow.edu.au/student/services/disabl.html](http://www.uow.edu.au/student/services/disabl.html)
SEMINAR PROGRAM AND READINGS

Summary

1. Introduction and Case Study/Essay Workshop - (Professor Funnell)
2. Perspectives on Management Planning and Control: What You See Depends Upon Where You are Standing - (Mr Venables)
3. The Organisational Context of Management Planning and Control - (Mr Venables)
4. Environmental Influences on Management Control Systems - (Mr Venables)
5. Delivering Control - (Mr Venables)
6. The Human Factor: Behavioural Impacts on Management Planning and Control Systems - (Mr Venables)
7. The Contribution of Trust to Management Control: The Ethical Organisation - (Professor Funnell)
8. Foucauldian Perspectives on Control - (Professor Funnell)
9. The Politics of Planning and Control - (Professor Funnell)
10. Strategic Planning - (Mr Venables)
11. Competitive Advantage and Management Planning and Control Systems - - (Professor Funnell)
12. Public Sector Management Planning and Control - (Professor Funnell)
13. Review and Conclusions - (Professor Funnell)

Detailed Program

Note: Readings marked with an asterisk (*) have been placed in the Closed Reserve in the library. Journal articles are available either in hardcopy on the third floor of the library or can be obtained from library databases.

1. Introduction and Case Study/Essay Workshop

The aim of this seminar is to ensure that everyone in the class knows what is expected of them in both their case study work and their essay.


2. Perspectives on Management Planning and Control: What You See Depends Upon Where You are Standing


3. The Organisational Context of Management Planning and Control


4. Environmental Influences on Management Control Systems


Case Study


5. Delivering Control
6. The Human Factor: Behavioural Impacts on Management Planning and Control Systems

Case Study


7. The Contribution of Trust to Management Control: The Ethical Organisation

Case Study

Optional Reading

8. *Foucauldian Perspectives on Control*


Case Study

9. *The Politics of Planning and Control: The Darker Side of Management Control*


Case Study

10. *Strategic Planning*


Case Study


11. Competitive Advantage and Management Planning and Control Systems


Case Study


12. Public Sector Management Planning and Control


Funnell W. (2001), Management Accounting and the Public Sector, Lecture Notes.


13. Review and Conclusions

The intention is that this week will be a reading week to allow students the time to consolidate their reading and preparation for the final examination. However, should the lecturers believe that the students could benefit by meeting then this seminar will be devoted to reviewing some of the core concerns of this subject.