

Teaching guide

IDENTIFICATION DETAILS

Degree:	Business Administration and Management		
Field of Knowledge:	Social and Legal Sciences		
Faculty/School:	Law, Business and Government		
Course:	MANAGEMENT CONTROL		
Type:	Compulsory	ECTS credits:	6
Year:	3	Code:	7130
Teaching period:	Fifth semester		
Subject:	Organization of the Company		
Module:	General and Strategic Management of the Company		
Teaching type:	Classroom-based		
Language:	Spanish/English		
Total number of student study hours:	150		

SUBJECT DESCRIPTION

The course 'Management Control' presents as an object of knowledge techniques that help decision-making in the company to achieve the strategic objectives of the Organization and to develop performance planning, control and evaluation systems.

The course 'Management Control' is part of the General and Strategic Management of the Company module, subject to Business Organization.

This subject includes the following subjects:

- ORGANIZATION AND ADMINISTRATION OF COMPANIES I (OB) 6 ECTS

- BUSINESS ORGANIZATION AND ADMINISTRATION II (OB) 6 ECTS
- STRATEGY AND STRUCTURE OF THE COMPANY (OB) 6 CTS
- OPERATIONS MANAGEMENT (OP) 3 ECTS

The purpose of the ADE degree at the Francisco de Vitoria University is to train future business professionals capable of improving the environment with their good work, applying our motto 'Vince in Bono Malum' to any area of their future life.

To this end, our students will receive comprehensive training in all areas of business reality. Namely:

- Training in tools related to business management, including Accounting in its different types and Business Organization.
- Anthropological training that serves as a basis for ethical behavior.
- Cultural training that allows you to see the environment with a wide historical perspective and cultural diversity.
- Training for teamwork, understood as a group of people who share a name, a mission, a story, a set of goals or objectives and common expectations.
- Formation of positive leadership capacity, as a way of encouraging other people to achieve objectives.

Since Economics is the science that studies the way to distribute productive resources, it requires Accounting and Business Organization, which as a social science (although of an economic nature) has as its primary purpose to produce information that helps social agents in decision-making.

Management Control aims to facilitate decision-making for internal users of the company, developing tools that allow the measurement and evaluation of business activity and its surpluses, relating and bringing together all areas or departments of the company in a single objective.

Business Management, from the smallest to the largest corporations, requires knowledge of Cost Accounting to develop optimal management of value flows as a key aspect of successful management, in increasingly changing environments.

This course deepens and relates basic concepts of Costs and Business Organization and Administration acquired in the 1st and 2nd year of Degree. To this end, it focuses on the analysis, utility and procedures necessary to design information systems in the planning and control process, as well as the figure of the 'controller' within current business structures.

The syllabus of the course Management Control is divided into three parts:

The first part works on the 'Direct Costing' model as a tool for making operational decisions and analyzing installed productive capacity.

The second part studies standard budgeting and cost processes, their design, application and analysis of possible deviations that may arise as a business management tool.

The fourth part focuses on the Balanced Scorecard, as a necessary element for the development and monitoring of the Organization's strategy.

GOAL

It is intended that at the end of the course, the student will be able to use management tools and techniques to establish objectives in the different areas of responsibility, evaluate the results obtained, with special attention to the budgeting process, the scorecard, and to know and understand the importance of the development of Management Control systems within the company to facilitate its strategic development.

The specific aims of the subject are:

Decision Analysis: Contribution Margin

Budgeting: profit and loss account, balance sheet and treasury

Study of deviations in costs and budget

Development of the Balanced Scorecard model

PRIOR KNOWLEDGE

Basic concepts of Financial Accounting, Cost Accounting and Business Organization and Administration.

COURSE SYLLABUS

FIRST PART: Elements for decision-making: Direct Costing model (contribution margin)

SECOND PART: Standard budgeting and cost.

THIRD PART: Balanced Scorecard.

TOPIC 1.

The figure of the 'controller' and fundamental concepts of costs and the cost formation process.

1. The figure of the 'controller' within the business organization chart.
2. Basic cost concepts.
3. The value chain.
4. General process for determining the cost.
5. Direct and Indirect Costs.
6. Fixed and Variable Costs.
7. Elements that are part of the cost.
8. Structure of the cost of manufacturing.

9. Classification of costs and results by functions.
10. Functional Operating Account.
11. Cost formation process: production by orders and production by processes or departments.

TOPIC 2.

The Variable Cost Model ('Direct Costing') as a Short-term Analysis and Decision Instrument.

1. Conceptual foundations of the variable cost model:
 - Differential and unchanged costs.
 - Contribution margin.
 - The 'Direct Costing' model as a tool for short-term decision-making.
2. 'Direct costing' and cost-volume-benefit analysis:
 - Basic cost-volume-benefit analysis model;
 - Determination of the profitability threshold or deadlock;
 - Limitations of the variable cost model.
3. General approach to the decision process and criteria for selecting relevant information based on the contribution margin.
 - a. Pricing policies in special situations.
 - b. The use of installed capacity as a conditioning framework for business decisions: decision criteria in situations of low occupancy and full occupancy.
 - c. Decisions regarding the acceptance or rejection of special requests.
 - d. Decisions about the optimal combination of products: deletion, addition or replacement of product lines.

TOPIC 3.

Budgets in the company. Budgetary control.

1. Role of Management Accounting in the Control Process.
2. The budgeting process.
3. Objectives of the budget.
4. Types of Budgets.
5. The process of preparing a budget.
6. Control through budgets.

TOPIC 4.

Standard Costs.

1. Concept
2. Features
3. Deviations in direct costs
4. Deviations in indirect costs
5. Deviations in results

TOPIC 5: The Balanced Scorecard

1. Concept and objectives
2. The dashboard as a management tool
3. Development and Implementation of a Comprehensive Scorecard
 - o Management Indicators: Development of Objectives
 - o Measure of results

EDUCATION ACTIVITIES

A teaching methodology based on experience has been established, incorporating the educational methods and technologies most appropriate to the objectives of the course. To achieve the above objectives, a program has been undertaken to adapt and prepare texts, documentation and study material, using the necessary technological supports, for the most appropriate communication and transmission. Flipped learning and Problem Based Learning methodologies will be used throughout the course.

Expository Classes: Presentation of a theoretical vision of the topics focusing on those concepts that are key to their understanding. The student will previously participate in the preparation of some theoretical topics. In addition, the student will be given the most recommended resources for the subsequent preparation of the topic in depth.

Problem-based learning: The student is faced with practical assumptions and the teacher will be responsible for guiding him at all times. Once the work is completed, the assumptions will be corrected and analyzed by the students themselves in class.

Teamwork: Presentation and exhibition of eminently practical teamwork, which will be presented orally to the class as a whole, to deepen the fundamental teaching principles.

Personalized tutoring: It consists of individual attention to the student with the objective of reviewing and discussing the topics presented in class and clarifying any doubts that have arisen. The student is also guided on all the elements that make up the learning process.

Group tutoring: It consists of the supervision of students who work as a team for the development of the same.

In content acquisition evaluation tests (exams), autonomous learning capacity can be evaluated.

NON-FACE-TO-FACE ACTIVITIES

Theoretical study: Study of the theoretical contents of the program, so that the student's activity is focused on research and localization.

Practical study: Resolution of practical assumptions, so that the student's activity focuses on the analysis, elaboration and return of information. These practical assumptions will be collected by the teacher at random. The solution will be posted in the virtual classroom for testing by the student.

Preparation of cases for discussion in class: The student will analyze the situations posed in real cases by applying the knowledge acquired and focusing them on decision-making.

Teamwork: The student will meet with the members of their team for the design and development of the work to be presented in class.

Virtual networking: Virtual space designed by the teacher where the student can work together with other classmates, participate in forums organized by the teacher and maintain virtual tutoring.

Virtual networking will be used as a basic tool VIRTUAL CLASSROOM <https://ufv-es.instructure.com/login/canvas>
The tools that have been activated on the Web for this subject are the following:

- Schedule: this means that the student is informed of the content of the classes to be taught, prepare the exercises in advance and remember the due dates for exercises, papers, intermediate controls, etc. It is constantly updated.
- Email: means of direct communication between the teacher and the student and between the students themselves
- Teaching guide: of the subject so that they can consult the explained syllabus or the evaluation criteria, among others.
- Activities: set of exercises that students must carry out in the course. There are two sections: additional exercises and self-assessment.
- Material: set of useful content for the student in the preparation of classes, papers and assumptions. For example, the summary of the teacher's presentations in class, the content of the work to be done during the course and everything that favors the connection between the contents of the program and the current business reality: press clippings, announcements, company cases...
- Each student must have the personal evaluation tool activated and must register at the beginning of the course.

Training activities, as well as the distribution of working hours, can be modified and adapted according to the different scenarios established following the instructions of the health authorities.

DISTRIBUTION OF WORK TIME

TEACHER-LED TRAINING ACTIVITIES	INDIVIDUAL WORK
60 Horas	90 Horas

SKILLS

Basic Skills

Students must have demonstrated knowledge and understanding in an area of study that is founded on general secondary education. Moreover, the area of study is typically at a level that includes certain aspects implying knowledge at the forefront of its field of study, albeit supported by advanced textbooks

Students must be able to apply their knowledge to their work or vocation in a professional manner and possess skills that can typically be demonstrated by coming up with and sustaining arguments and solving problems within their field of study

Students must have the ability to gather and interpret relevant data (usually within their field of study) in order to make judgments that include reflections on pertinent social, scientific or ethical issues

Students must be able to convey information, ideas, problems and solutions to both an expert and non-expert audience

Students must have developed the learning skills needed to undertake further study with a high degree of independence

To have developed the necessary skills to ensure problems are solved and goals are reached.

To have developed the necessary skills for effective organization and planning in order to obtain improved business administration and management.

To seek, find and analyze diverse information from various sources.

To develop oral and written communication skills in a native and foreign language.

To be able to apply relevant IT knowledge to the field of study.

To possess a strong work ethic.

To enjoy a creative and entrepreneurial spirit.

General Skills

To have developed the necessary skills to ensure problems are solved and goals are reached.

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To be able to apply relevant IT knowledge to the field of study.

To possess a strong work ethic.

To enjoy a creative and entrepreneurial spirit.

Specific skills

Develop criteria for problem solving and decision-making both in the professional and personal spheres.

Know how to structurally organize the resources of all types of the company to achieve its goals.

Design and manage company management control systems as part of the strategic planning process.

Develop oral and written communication habits.

Know how to effectively use computer tools for making presentations.

Have the necessary sensitivity to act in professional and personal life in accordance with the basic principles of ethics and social responsibility, knowing how to resolve and manage conflicts of interest that arise.

Be able to apply knowledge to practice.

LEARNING RESULTS

Designs and manages the company's management control systems, identifying their role in the strategic planning process.

Structurally organizes the resources of all types of the company to achieve its objectives

It contributes to the decision-making process based on the analysis of business management information.

Make decisions in accordance with the basic principles of ethics and social responsibility, knowing how to resolve and manage conflicts of interest that may arise.

Make budgets and analyze deviations. Understand the Balanced Scorecard and its importance in company management

Communicates effectively both orally and in writing. It effectively uses the computer tools necessary for the field of study.

Adequately assesses the role that Management Accounting plays in providing the information necessary for the management and management of companies.

LEARNING APPRAISAL SYSTEM

The evaluation system aims to promote students' professionalism. For this reason, the continuous evaluation system seeks to stimulate and promote the continuous and constant work of the student, their study, dedication, attitude, participation in class, resolution of exercises, individual or group presentations, discussion of cases, etc. For the evaluation system, students with two different situations will be taken into account:

a) FIRST ENROLMENT STUDENTS WHO DO NOT HAVE AN ACADEMIC EXEMPTION

- Final exam: 50%.

To pass the final exam, it is essential to obtain a minimum score of 5 in each of the different parts of the exam, if any. On the other hand, in order to pass the subject, a MINIMUM SCORE of 5 IS REQUIRED IN THE FINAL EXAM.

- Continuous evaluation: 50%

Composed of the following weighted activities in the teacher's opinion, solving exercises, individual or group work and presentations, reading books, discussion of cases, short tests and controls.

It will be an essential condition to get a 4 in each part of the continuous evaluation to pass the subject.

In the extraordinary call, the weights and grades obtained during the course are kept in the continuous call for the final grade. If you have suspended the continuous exam in an ordinary call, those parts that by their nature are evaluated in the final exam or explicitly, in separate questions in the final exam, those parts that by their nature require this specificity will be recovered.

In order to pass the subject and for the grades of the different sections to be averaged, it is necessary to obtain a minimum score of 4 out of 10 in the continuous evaluation of each of the blocks, as well as a minimum score of 5 out of 10 in each and every part of the final exam.

b) ALTERNATIVE ASSESSMENT SYSTEM:

Students who for different reasons - having an academic exemption due to force majeure or having taken the subject in previous courses or being on Erasmus abroad - are not required to attend classes regularly. For these students there is an alternative evaluation system:

Exam: 70% of the final grade.

Work carried out at the request of the teacher: 30% of the final grade.

Erasmus students will be responsible for finding out about the work requested by the teacher through the virtual classroom. In order to pass the subject and for the grades of the different sections to be averaged, it is necessary to obtain a minimum score of 5 out of 10 in each of them, as well as in each of the parts of the final exam.

Students are required to observe the elementary and basic rules of authenticity and originality in any training activity or evaluation test. Spelling errors may penalize work and exams. Curricular content will not be deleted, that is, it is not allowed to release parts of the subject or the entire subject before the exam corresponding to the official call. Plagiarism, as well as the use of illegitimate means in evaluation tests, will be sanctioned in accordance with those established in the Evaluation Regulations and the University's Coexistence Regulations.

ETHICAL AND RESPONSIBLE USE OF ARTIFICIAL INTELLIGENCE

1.- The use of any Artificial Intelligence (AI) system or service shall be determined by the lecturer, and may only be used in the manner and under the conditions indicated by them. In all cases, its use must comply with the following principles:

- a) The use of AI systems or services must be accompanied by critical reflection on the part of the student regarding their impact and/or limitations in the development of the assigned task or project.
- b) The selection of AI systems or services must be justified, explaining their advantages over other tools or methods of obtaining information. The chosen model and the version of AI used must be described in as much detail as possible.
- c) The student must appropriately cite the use of AI systems or services, specifying the parts of the work where they were used and describing the creative process followed. The use of citation formats and usage examples may be consulted on the Library website(https://www.ufv.es/gestion-de-la-informacion_biblioteca/).
- d) The results obtained through AI systems or services must always be verified. As the author, the student is responsible for their work and for the legitimacy of the sources used.

2.- In all cases, the use of AI systems or services must always respect the principles of responsible and ethical use upheld by the university, as outlined in the [Guide for the Responsible Use of Artificial Intelligence in Studies at UFV](#). Additionally, the lecturer may request other types of individual commitments from the student when deemed necessary.

3.- Without prejudice to the above, in cases of doubt regarding the ethical and responsible use of any AI system or service, the lecturer may require an oral presentation of any assignment or partial submission. This oral evaluation shall take precedence over any other form of assessment outlined in the Teaching Guide. In this oral defense, the student must demonstrate knowledge of the subject, justify their decisions, and explain the development of their work.

BIBLIOGRAPHY AND OTHER RESOURCES

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