



PLANO DE ENSINO

Disciplina	CONTROLADORIA AVANÇADA – Carga horária: 45 horas/aula (3 créditos)
Curso	DOUTORADO – Programa de Pós-Graduação em Ciências Contábeis (PPGCont)
Professor Responsável	Paulo Roberto Barbosa Lustosa
Horário de aulas	HORÁRIO A DEFINIR (4 h/a; 10' intervalo)
Objetivos da Disciplina	<ol style="list-style-type: none">1. Understand the Economic Management Information System (Gecon) framework and how it could be applied in for-profit organizations;2. Understand the nature of management control;3. Analyse the factors influencing the design of management control systems;4. Evaluate the consequences of implementing the various control alternatives;5. Examine some models of performance measurement and control, including recent developments in the area;6. Encourage the critical analysis of choices in terms of management control systems design.
Metodologia de Ensino	<p>There will be 2 or 3 weekly classes per month, beginning in August 14th and ending in November 22nd. Whole day classes (morning and afternoon) will be 8 hours longer, 8-12 am and 2-6 pm, and partial day classes will last 4 hours, from 2 to 6 pm. Thus, we will have 45 hours classes in total and a 5 hours final exam, which must be done in English language. The course methodology, from the 3rd class on, will be based on the Harvard University traditional case method of learning. The first three classes will be dedicated to the understanding of Gecon – Economic Management Information System. From the 4th class on, all students MUST both read in advance the assigned chapters of the text book planned for a given class and prepare the correspondingly cases. What I mean for preparing a case is explained in the note you are receiving together with this syllabus. I will send you soon some Case Questions you must address when preparing the assigned cases for the day, although the analysis should not be circumvented only to those questions. Most of the cases deal with real world multidimensional and multidisciplinary problems, containing multiple embedded issues and large amounts of relatively unstructured information. For this reason, cases are not fitted in one single solution. So in the discussions I will be observing the ability of each student to defend his/her idea in the context of the case, regarding with the development of problem finding skills as well as problem solving skills. In each week (from the second on), five cases will be discussed, except in the last week, in which there will be six cases for discussion. There will be also a weekly class for discussing research papers related with the topics presented in the course. In the last day of the course (November 22nd), there will be an individual final examination based on all the contents discussed in the course. Time spent in discussing a case will depend on its characteristics, thus not necessarily the discussion time is equally divided among cases. Classes will begin with a brief presentation, by the student responsible for it, of both the text book chapter scheduled for each session and the case to be discussed. The purpose of the presentation is to show an overview of the theoretical issues and control problems covered in each chapter, which can be helpful in supporting the case-based discussions that will follow on. Since all the students have already read the chapter planned for the session and the correspondingly case, the presentation should last no more than 45 minutes. After each presentation I will conduct a debate of the case linked to the text book chapter that had just been presented.</p>
Ementa	Custeamento em produtos heterogêneos. <i>Framing decisions</i> . Escolha consistente num mundo de incerteza. Funções de custo. Práticas emergentes de gestão de impacto na Controladoria. Mensuração de desempenho.
Programa	DESCRITO NO CALENDÁRIO DE ATIVIDADES
Critérios de Avaliação	<p>Written individual cases (must be turned in the beginning of each class) - 10%</p> <p>20 minute lectures on cases and chapters text book - 10%</p> <p>Final examination - 80%</p> <p>Good participation grades (that I can weight in grading the above items) are assigned to students who:</p> <ul style="list-style-type: none">- Are always well prepared;- Ask insightful, penetrating questions;- Push the discussion of the case to a higher, more sophisticated level;- Help other students and myself understand, in a constructive manner, that some of the arguments that have been voiced are somehow flawed or incomplete. <p>Poor participation grades are assigned to students who:</p> <ul style="list-style-type: none">- Skip classes; (*)- Make irrelevant, shallow comments;- Are unprepared when they are called on.

(* Only documented illness or emergency will be accepted as an excuse to miss a class.

Conduta esperada

	Day	Topic	Student in Charge	Reading
Calendário de Atividades		Gecon's framework for for-profit organizations (depending on time availability, part of day 15 th presentations may be anticipated to this date)	Thirty minutes individual lectures. Institutional System Management Model System Management System Information System Physical-Operating System	#3 and #6
		Gecon's framework for for-profit organizations (depending on time availability, part of afternoon presentations may be anticipated to this morning)	Organizational System Social System Synthesis of organization's system hierarchy (an exhibited view of organizations seven main systems, disposed in hierarchical format). Gecon Measurement Model Gecon Decision Model Gecon Information Model	#3 and #6
		Gecon's framework for for-profit organizations (be aware as some presentations of this shift may be anticipated to morning period)	All: presentation of pieces of "Caso Lua", stressing the measurement concepts of the Gecon's model, as below: Mai 1 st investment and goods purchase decisions. Mai 1st cash goods purchase and Mai 16th production decisions. Mai 16th maintenance payment and borrowing decisions. Mai 16th sell decision. Time-conjuncture decisions at May 16 th . Elaborate a two column balance-sheet pointing out the balances of the accounts at May 1 st and 16 th . May 31 th borrowing amortization and cash acquisition of operating resource for the areas of the Cia. Lua. Time decisions at May 31 th . Elaborate a three column balance-sheet pointing out the balances of the accounts at May 1 st , 16 th and 31 th . Conjuncture decisions at May 31 th . You will need to elaborate upon Lua's May 31 th balance sheet computed by student. Show the economic results of each area and of the Cia. Lua as a whole. You will need to trace back the economic results of every past decision, and also to analyse the Cia. Lua Management Model System to infer which areas are responsible for each decision. Discuss if it is worthwhile to sell the company by the bid received, including considerations about the company goodwill. Compare briefly Gecon and Activity-Based Cost approaches.	#3 and #6
		KAM & WAS Text book Section 1 and part of Section 2 All students are required to read texts marked in bold in the Reading column. No bold marked texts are not required for class discussions, but students are encouraged to give a brief look in them, matching their control problems with the chapter theory, as it may improves students' critical thinking on proposing solutions for control problems.	Presentation of Chapter 1 – Management and Control, and Case 1. All: Prepare Case 1 – Leo's Four-Plex Theater. Presentation of Chapter 2 – Results Controls, and Case 6. All: Prepare Case 6 – Houston Fearless 76, Inc.	#9: Chapter 1 – Management and Control; Case 1 – Leo's Four-Plex Theater; Case 2 – Private Fitness, Inc.; Case 3 – Wong's Pharmacy. #9: Chapter 2 – Results Controls; Case 4 – Armco, Inc.: Midwestern Steel Division; Cases 5 – Visionary Design Systems: Are Incentives Enough?; Case 6 – Houston Fearless 76, Inc.
		KAM & WAS Text book Section 1 and part of	Presentation of Chapter 3 – Action, Personnel, and Cultural Controls, and Case 8.	#9: Chapter 3 – Action, Personnel, and

	Section 2 All students are required to read texts marked in bold in the Reading column. No bold marked texts are not required for class discussions, but students are encouraged to give a brief look in them, matching their control problems with the chapter theory, as it may improves students' critical thinking on proposing solutions for control problems.	All: Prepare Case 8 – Atlanta Home Loan -	Cultural Controls; Case 7 – Alcon Laboratories, Inc.; Case 8 – Atlanta Home Loan; Case 9 – Axeon N.V.
		Presentation of Chapter 4 – Control System Tightness, and Case 11. All: Prepare Case 11 – Controls at the Bellagio Casino Resort.	#9: Chapter 4 – Control System Tightness; Case 10 – The Lincoln Electric Company; Case 11 – Controls at the Bellagio Casino Resort.
		Presentation of Chapter 5 – Control System Costs, and Case 14. All: Prepare Case 14 – Philip Anderson.	#9: Chapter 5 – Control System Costs; Case 12 – Sears Auto Centers; Case 13 – Discotech, Inc.; Case 14 – Philip Anderson.
Management control systems research paper discussion		To resume the paper listed in the right column, in this same row. Be prepared to present the resume if necessary (it will depend on time availability).	#8: K. J. Euske, M. J., Lebas and C. J. McNair. Performance Measurement in an International Setting. Management Accounting Research, 4 (1993), pp. 275-99.
		To resume the paper listed in the right column, in this same row. Be prepared to present the resume if necessary (it will depend on time availability).	#2: C. D. Ittner, R. A. Lambert and D. F. Larcker. The Structure and Performance Consequences of Equity Grants to Employees of New Economy Firms. Journal of Accounting and Economics 34, 1-3 (January 2003), pp. 89-127.
KAM & WAS Text book – Remaining of Section2 and Section 3. All students are required to read texts marked in bold in the Reading column. No bold marked texts are not required for class discussions, but students are encouraged to give a brief look in them, matching their control problems with the chapter theory, as it may improves students' critical thinking on proposing solutions for control problems.		Presentation of Chapter 6 – Designing and Evaluating Management Control Systems, and Case 15. All: Prepare Case 15 – Rabobank Nederland.	#9: Chapter 6 – Designing and Evaluating Management Control Systems; Case 15 – Rabobank Nederland; Case 16 – AirTex Aviation; Case 17 – Puente Hills Toyota.
		Presentation of Chapter 7 – Financial Responsibility Centers, and Case 18. All: Prepare Case 18 – Toyota Motor Sales, USA, Inc.	#9: Chapter 7 – Financial Responsibility Centers; Case 18 - Toyota Motor Sales, USA, Inc.; Case 19 – Kranworth Chair Corporation; Case 20 – Zumwald AG; Case 21 – Global Investors, Inc.
KAM & WAS Text book – Remaining of Section2 and Section 3. All students are required to read texts marked in bold in the Reading column. No bold marked texts are not required for class discussions, but students are encouraged to give a brief look in them, matching their control problems with the chapter theory, as it may improves students' critical thinking on proposing solutions for control problems.		Presentation of Chapter 8 – Planning and Budgeting, and Case 22. All: Prepare Case 22 – Boise Cascade Corporation -	#9: Chapter 8 – Planning and Budgeting; Case 22 – Boise Cascade Corporation; Case 23 – Citibank Indonesia; Case 24 – HCC Industries;
		Presentation of Chapter 9 – Incentive Compensation Systems, and Case 25. All: Prepare Case 25 – Borealis -	#9: Chapter 9 – Incentive Compensation Systems; Case 25 – Borealis; Case 26 – Patagonia, Inc. Case 28 – Loctite Company de México, S.A. de C.V.; Case 29 – Tsingua Tongfang Co. Ltd.
		Presentation of Chapter 10 – Financial Performance Measures and Their Effects, and Case 27. All: Prepare Case 27 – Superconductor Technologies, Inc.	#9: Chapter 10 – Financial Performance Measures and Their Effects; Case 27 – Superconductor Technologies, Inc.; Case 30 – Las Ferreterías de México, S.A. de C.V.; Case 31 – Behavioral Implications of Airline Depreciation

			Accounting Policy Choices; Case 32 – Industrial Electronics, Inc.; Case 33 – Berkshire Industries PLC.
	Management control systems research paper discussion	To resume the paper listed in the right column, in this same row. Be prepared to present the resume if necessary (it will depend on time availability).	#1: A. Arya, J. Glover, B. Mittendorf and L. Ye. On the Use of Customized versus Standardized Performance Measures. Journal of Management Accounting Research, 17 (2005), pp. 7-21.
		To resume the paper listed in the right column, in this same row. Be prepared to present the resume if necessary (it will depend on time availability).	#5: Gibbs, Michael, Kenneth A. Merchant, Wim A. Van der Stede, and Mark E. Vargus. Determinants and Effects of Subjectivity in Incentives. The Accounting Review 79, p. 409-436, 2004.
	KAM & WAS Text book - Section 5. All students are required to read texts marked in bold in the Reading column. No bold marked texts are not required for class discussions, but students are encouraged to give a brief look in them, matching their control problems with the chapter theory, as it may improves students' critical thinking on proposing solutions for control problems.	Presentation of Chapter 11 – Combinations of Measures and Other Remedies to the Myopia Problem, and Case 35. All: Prepare Case 35 – Diagnostic Products Corporation -	#9: Chapter 11 – Combinations of Measures and Other Remedies to the Myopia Problem; Case 34 – Catalytic Solutions, Inc.; Case 35 – Diagnostic Products Corporation; Case 36 – Bank of the Desert (A); Case 37 – Bank of the Desert (B); Case 38 – First Commonwealth Financial Corporation.
		Presentation of Chapter 12 – Using Financial Results Controls in the Presence of Uncontrollable Factors, and Case 40. All: Prepare Case 40 – Olympic Car Wash -	#9: Chapter 12 – Using Financial Results Controls in the Presence of Uncontrollable Factors; Case 39 - Hoffman Discount Drugs, Inc.; Case 40 – Olympic Car Wash; Case 41 – Formosa Plastics Group; Case 42 – Southern California Edison; Case 43 – Beifang Chuang Ye Vehicle Group
		Presentation of Chapter 13 – Corporate Governance and Boards of Directors, and Case 46. All: Prepare Case 46 – Golden Parachutes -	#9: Chapter 13 – Corporate Governance and Boards of Directors; Case 44 – Pacific Sunwear of California, Inc.; Case 45 – Financial Reporting Problems at Molex, Inc.; Case 46 – Golden Parachutes; Case 47 – Vector Aeromotive Corporation.
	Management control systems research paper discussion	To resume the paper listed in the right column, in this same row. Be prepared to present the resume if necessary (it will depend on time availability).	#4: Dechow, Patricia M., and Douglas J. Skinner. Earnings Management: Reconciling the Views of Accounting Academics, Practitioners, and Regulators. Accounting Horizons 14(2): 235-250, 2000.
	KAM & WAS Text book - Section 5. All students are required to read texts marked in bold in the Reading column. No bold marked texts are not required for class discussions, but students are encouraged to give a brief look in them, matching their control problems with the chapter theory, as it may improves	Presentation of Chapter 14 – Controllers and Auditors, and case 49. All: Prepare Case 49 – ITT Corporation: Control of the Controllershship Function, 1977 versus 1991 -	#9: Chapter 14 – Controllers and Auditors; Case 48 – Don Russell: Experiences of a Controller/CFO.; Case 49 – ITT Corporation: Control of the Controllershship Function, 1977 versus 1991; Case 50 – Desktop Solutions, Inc. (A): Audit of the Saint Louis Branch. Case 51 – Desktop Solutions, Inc. (B): Audit of Operations Group

	students' critical thinking on proposing solutions for control problems.		Systems; Case 52 – Landale PLC.
		Presentation of Chapter 15 – Management Control-Related Ethical Issues and Analyses, and case 53. All: Prepare Case 53 – The Platinum Pointe Land Deal.	#9: Chapter 15 – Management Control-Related Ethical Issues and Analyses; Case 53 – The Platinum Pointe Land Deal; Case 54 – Two Budget Targets; Case 55 – Conservative Accounting in the General Products Division; Case 56 – Education Food Services at Central Maine State University; Case 57 – The “Sales Acceleration Program”; Case 58 – The Expiring Software License; Case 59 – Lernout & Hauspie Speech Products.
		Presentation of Chapter 16 – The Effects of Environmental Uncertainty, Organizational Strategy, and Multinationality on Management Control Systems, and Case 60. All: Prepare Case 60 – ConAgra Grocery Products Company.	#9: Chapter 16 – The Effects of Environmental Uncertainty, Organizational Strategy, and Multinationality on Management Control Systems; Case 60 – ConAgra Grocery Products Company; Case 61 – Lincoln Electric: Venturing Abroad; Case 62 – TECO Electric & Machinery Co. Ltd.; Case 63 – Kooistra Autogroup.
	Management control systems research paper discussion	To resume the paper listed in the right column, in this same row. Be prepared to present the resume if necessary (it will depend on time availability).	#7: J. J. Schultz, D. A. Johnson, D. Morris and S. Dyrnes. An Investigation of the Reporting of Questionable Acts in an International Setting. Journal of Accounting Research, 31 (Supplement 1993), pp. 75-103.
	Final Exam	All students, done individually (not in groups).	Based both in the course textbook and in the Gecon's framework.
Bibliografia	<p>1) A. Arya, J. Glover, B. Mittendorf and L. Ye. On the Use of Customized versus Standardized Performance Measures. Journal of Management Accounting Research, 17 (2005), pp. 7-21.</p> <p>2) C. D. Ittner, R. A. Lambert and D. F. Larcker. The Structure and Performance Consequences of Equity Grants to Employees of New Economy Firms. Journal of Accounting and Economics 34, 1-3 (January 2003), pp. 89-127.</p> <p>3) Catelli, Armando (org). Controladoria: Uma Abordagem de Gestão Econômica. São Paulo: Atlas, 1999.</p> <p>4) Dechow, Patricia M., and Douglas J. Skinner. Earnings Management: Reconciling the Views of Accounting Academics, Practitioners, and Regulators. Accounting Horizons 14(2): 235-250, 2000.</p> <p>5) Gibbs, Michael, Kenneth A. Merchant, Wim A. Van der Stede, and Mark E. Vargus. Determinants and Effects of Subjectivity in Incentives. The Accounting Review 79, p. 409-436, 2004.</p> <p>6) Guerreiro, R. Sistema de Informação de Gestão Econômica: Uma Contribuição à Teoria da Comunicação em Contabilidade. Tese de Doutorado. USP/FEA, 1989.</p> <p>7) J. J. Schultz, D. A. Johnson, D. Morris and S. Dyrnes. An Investigation of the Reporting of Questionable Acts in an International Setting. Journal of Accounting Research, 31 (Supplement 1993), pp. 75-103.</p> <p>8) K. J. Euske, M. J., Lebas and C. J. McNair. Performance Measurement in an International Setting. Management Accounting Research, 4 (1993), pp. 275-99.</p> <p>9) Kenneth A. Merchant & Wim A. Van der Stede. Management Control Systems: Performance, Evaluation and Incentives. Harlow, England: 2nd edition, Prentice Hall, 2007.</p> <p>Others: V. Ururuka, David Otley e Wendy Beekes. Explaining Adverse Behavioural Impact of Performance Management Systems in a Professional Accounting Firm. Ver em http://www.lums.lancs.ac.uk/profiles/david-otley/?type=viewall A. J. Berry, A. F. Croad, E. P. Harris, D. T. Otley and C. Stringer. Emerging themes in Management Control. A review of recent literature. British Accounting Review, Vol. 41(1), 2009.</p>		
Informações Adicionais	The papers you shall resume and present are a tentative selection. I will be tracking, during the course, current editions of top journals. If I judge other papers would be useful for the course objectives, I can change anyone of the papers you are required to present, as indicated in section Class Schedule (Calendário de Atividades) of this syllabus.		