



**YLIOPISTOTENTTILOMAKEPOHJA / UNIVERSITY EXAM TEMPLATE**

Koskee tiedekuntia LuTK, OyKKK, KaTK, TTK, TST ja BMTK (Linnanmaan tentit) /  
Concerns Faculties SCI, OBS, OMS, TECH, ITEE and BMM (Linnanmaa campus)

Tentin päivämäärä / Date of exam: <b>18.1.2016</b>		Tentin kesto tunteina / Exam in hours: <b>4h</b>	
Tiedekunta / Faculty: <b>OyKKK</b>			
Opintojakson koodi, nimi ja tentin numero / The code and the name of the course and number of the exam: <b>721195S Advanced Management Control, 3<sup>rd</sup> exam</b>			
Tentaattori(t) / Examiner(s): <b>Sinikka Moilanen</b>		Sisäinen postios. / Internal address <b>6 OyKKK</b>	
Sallitut apuvälineet / The devices allowed in the exam:			
<input type="checkbox"/> Nelilaskin / Standard calculator	<input type="checkbox"/> Funktiolaskin / Scientific calculator	<input type="checkbox"/> Ohjelmoitava laskin / Programmable calculator	
<input type="checkbox"/> Muu materiaali, tarkennettu alla / Other material, specified below:			
Tenttiin vastaaminen / Please answer the questions:			
<input checked="" type="checkbox"/> Suomeksi / in Finnish		<input checked="" type="checkbox"/> Englanniksi / in English	
Kysymyspaperi on palautettava / Paper with exam questions must be returned:			
<input type="checkbox"/> Kyllä / Yes		<input checked="" type="checkbox"/> Ei / No	

**READ THE INSTRUCTIONS FIRST!!!!**

- Everyone answers Question 1
- If you want to use your points from attendance, please answer **only one** of the questions 2-4.
- If you do not have any points from attendance or want the total score to be based on the exam only, answer two of the questions 2-4.

Maximum total score is 21 points. Questions should be answered by using complete sentences.

**1. Define a question based on the required readings in the book Issues in Management Accounting and answer the question. (9p)**

Notice that to score excellent points, the question should show understanding of what you have read, not merely showing ability to memorize facts. (See the lecture material for more detailed criteria for assessment.)

**Questions based on the lecture material & articles (12p)**

2. Is budgetary slack harmful or beneficial? Discuss the question with the help of **Davila and Wouters (2005)**: Managing budget emphasis through the explicit design of conditional budgetary slack.

3. How can management controls be used to steer tax strategy related to transfer pricing? Use the findings of **Plesner Rossing (2013)**: Tax strategy control: The case of transfer pricing tax risk management) in your answer.

4. Describe the purpose, background, execution and main findings of the article by **Luft and Libby (1997)**: Profit comparisons, market prices and managers' judgments about negotiated transfer prices.