

YLIOPISTOTENTTI - UNIVERSITY EXAM

Opiskelijan nimi / Student name:	Opiskelijanumero / Student number:
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Opettaja täyttää / Lecturer fills in:

Opintojakson koodi and nimi / The code and the name of the course: 721195S <i>Advanced Management Control</i>	
Tiedekunta / Faculty: OyKKK/OBS	
Tentin pvm / Date of exam: 8.12.2016	Tentin kesto tunteina / Exam in hours: 3
Tentin nro / No. of the exam: 1 st retake	Opintopistemäärä / Credit units: 6 ECTS
Tentaattori(t) / Examiner(s): Sinikka Moilanen	Sisäinen postios. / Internal address: 6 OYKKK
Sallitut apuvälineet / The devices allowed in the exam: <input type="checkbox"/> Nelilaskin / <input type="checkbox"/> Funktiolaskin / <input type="checkbox"/> Ohjelmoitava laskin / Standard calculator Scientific calculator 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 <p>Suomenkielisessä tutkinto-ohjelmassa olevalla opiskelijalla on oikeus käyttää arvioitavassa opintosuorituksessa suomen kieltä, vaikka opintojakson opetuskieli olisi englanti. Tämä ei koske vieraan kielen opintoja. (Kts. <u>Koulutuksen johtosääntö 18 §</u>)</p> <p>In a Finnish degree programme a student has a right to use Finnish language for their study attainment, even though the language of instruction is English, (excluding language studies) even when the language of instruction is other than Finnish. (See <u>the Education Regulations 18 §</u>)</p>	
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. Discuss if annual budget is still a valid management control tool. Use course material in justifying your answer (e.g. **Libby & Lindsay 2010, Henttu-Aho & Järvinen 2013, Case Borealis**).

3. 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

4. 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.