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Authors: Chronopoulos, P., Ph.D, AUEB

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Abstract

This textbook of Management Control Systems provides concepts, text, and cases for a course in management control systems. The book is designed to help students to gain knowledge, and analytical skills related to how managers deal with designing, implementing, and using planning and control systems to implement corporate strategy. The book attempts to provide equal emphasis to the techniques of the management control process, such as transfer pricing, budget preparation; and the behavioral aspects involved in the use of these techniques, such as motivation, goal congruence, and relative roles of superiors and subordinates. Chapter 1 presents basic concepts of system theory. Chapter 2 refers to responsibility accounting, particularly to decision centers.

Chapter 3 deals with the topic of transfer pricing within a multinational group of companies. In Chapter 4, budget is presented as a management control tool. Chapter 5 presents the importance of accounting information as a control variable. In Chapters 6, 7 and 10 we present theoretically and by case, the design and implementation of a MCS. Chapters 8 and 9 highlight the importance of functionality and strategic perspective, for the implementation of a MCS. Chapter 11 examines special business cases, i.e, multinational company, service company, production by order. Finally in Chapter 12, students are advised to take into consideration the latest advances in technology of information, such as social media business data and artificial intelligence.