

Homework Re-Assignment Results year 2010 for

ME2028, ME2605 & ME2820 Behavioural Management Control
(also for those students that have studied the earlier courses 4D1162 and 4D1165)

ABOUT THIS REPORT

In this report, the grading for the homework assignments is presented. For each contribution, the code name of the student is given. In the discussion of the contributions, my comments may sometimes seem very negative; this is not intended, but the result of the aim of the report. The aim is to show you what have to be dealt with, in order to get a stronger contribution. Sometimes, there is also a discussion about the different strengths in the contribution. This is mainly when I have set a higher preliminary grade than what is indicated by the grading system; e.g. if the text lacks references to the theory but is so strong in the answers of the questions that it deserves a higher grade anyway.

GRADING

As stated earlier, you could use as many words and pages that you wished for the report. A guideline was it is often difficult to explain the topics with less than 5 pages, and that it often becomes boring reading with more than 12 pages. You should also think about the importance of readability (key words in italics, a good structure, easy to see the different parts), especially for a lengthy report (you do not want the teacher to fall asleep while reading...). In the report, you should also apply a statement of what you have done during the course in order to learn the content, as well as your contributions to the lectures and the seminar. The assignment was handed out on Monday March 14th, 8 A.M., and was to be handed in on Monday March 21th, at midnight at the latest. This report was put on the bilda homepage of the course on March 22^d, 2011.

A short description of the principles I used for the grading, and that was also communicated many times before and during the homework assignment, is the following:

- If you have captured the content of the course in a satisfying way, you will receive the grade E. To prove this, you need to write a well prepared report that answers the questions (in relation to the literature of the course) well. You need to prove that you can answer the questions with the help of the methods and models that were treated during the course, and that you understand the cases used during the course and the implications from them.
- If you do not only understand the content of the course in a satisfying way, but also have the ability to use this understanding by applying the tools on different situations, you will receive the grade C. To prove this, you need to connect your answers to the literature and course content by making references to relevant pages (also to the cases used during the course) where appropriate, and also to develop your answers so that they go beyond what is said in the text book directly connected to the question – e.g. by making connections to other parts of the literature, by providing examples on how

companies use the concepts, and/or by relating the discussion to your own experiences.

- If you really master the course content, and also have proven the ability to critically reflect upon this knowledge, you will receive the grade A. To prove this you need to provide outstanding references to the literature and to the cases used during the course, but also discussions focused on (at least) one relevant academic article from year 2008 or later – and to use other ways to prove an outstanding knowledge in the area. By outstanding knowledge is meant not only the ability to show it and apply it, but also to "turn it inside out", to twist it by e.g. relating it to recent landmarks in the area. Also, you have to have sent in case discussions before at least six of the classes where they have been discussed, and participated in the discussions of the cases.
- The grades B and D are middle-forms, that is, the grade B is awarded when your assignment is close to an A but has some problems, and the grade D is awarded when your contribution fulfils the requirements for an E in a distinguished way, but do not motivate the grade C.

Some of those students that contributed a lot to the discussions during the course (for cases and such), but didn't succeed to show the same knowledge at the homework assignment, were, where appropriate, given an extra grade for their contribution. This is also notified in this report where applicable.

To (finally) get a grade from the course, you also need to have a pass on the seminar work.

HOW CAN I PASS, OR: HOW CAN I GET A HIGHER FINAL GRADE

Remember that this is not the final grade; all students that participated have the option to hand in their final, reworked, assignment after this – and it is that assignment that is graded (if a new one is not handed in, the preliminary grade will also be the final grade). Now, you have a number of possibilities to further improve your grade. First: If you are not satisfied with the grading, please send me a *written* comment on the problems with it on mail no later than March 29th, 2011. Please note that it is not enough to just state that you are dissatisfied: You have to specify in what way your contribution fulfils a higher grade (according to the grading scale above) than it was granted. There are also other possibilities, as explained in the following:

1. In some cases, where the student does not pass as it is now, this is indicated by the grade F. There are also some indications about what to do to make it pass. Mainly, the solution is to correct the problems. By doing this, it is not enough to just use the answers provided in this report: You must elaborate the answers somewhat so that I can see that you understand the answers. If you succeed in this, you will get an E (or, if indicated, a higher grade). See also points 3 and 4 below.
2. For students that have an assignment that would pass as it is, and where there is one or a few problems or parts that makes the report not reaching a higher grade, there is information provided on how to reach that higher grade. That could be e.g. to elaborate more on some questions, to hand in additional analysis of the case, and so on. If you succeed in this, your contribution will be graded one grade higher or, as is sometimes indicated, even higher than that. See also points 3 and 4 below.

3. For students that are not satisfied with their preliminary grades, and that would like to aim for a higher grade, or for students indicated in points 1 and 2 that aims for an even higher grade than passed (1) or one grade higher (2), there is an additional possibility: Rework the report so that it becomes much better than before. It is not enough just to use the solution provided in this report; that is only the starting point. You also have to connect your answers to the case *Armco, Midwestern Steel Division* where appropriate. Also, you have to analyse the case as such. The case (Armco) can be found in the course book. Identify problems to work with and use your knowledge from the course for the analysis. Your analysis of this case are then supposed to be very good, in order to reach a higher grade. See also point 4 below.
4. Students that want to use one of the three possibilities provided above have to hand in their new report in word (.doc) format to hakan.kullven@indek.kth.se no later than April 8th, 2011 at 8 AM. Even if you e.g. only rewrite some of the questions, you still have to hand in the rest of the report (the rest of the questions as well as the case). If you didn't hand in the earlier version in word-format (.doc), you should also hand in that one to hakan.kullven@indek.kth.se. What I do when I receive the report is that I compare it with your earlier version (with the use of Words "compare and merge documents" tool), and look at the parts that have been changed. You can never get a lower grade than the preliminary one, so if the report doesn't deserve a higher grade than you already have, this will not affect your current grade. Remember that to get the grade A, you also need to have handed in your contribution for six of the cases discussed during the course before each lecture.

Remember that following the instructions above is no guarantee for a higher grade: It is not enough to just answer the questions; you must also do it with quality. You have several weeks to do it, and you have as an additional source the short solutions for all questions in this report, so the requirements are much higher this time. This especially holds true for the use of references; it is very easy just to put down the references to pages suggested in this report, but that is a pre-requisite but not enough to get the desired grade. To reach this, you must also use other relevant pages as well as discussing them to prove that you can find information in the book. As earlier, this is an individual work, which means that I will try to ascertain that this is a report you have written yourself.

ANSWERS TO THE QUESTIONS

The answers to the questions are only given in a short form. More than this is needed in order to prove that you know the different subjects – and sometimes there are also alternative solutions to the questions, not covered below. At the end of each answer, references to pages in the textbook are given to refer to the discussion.

1. What are the control problems at Leo's four-plex theatre?
 - Discuss in terms of lack of direction, lack of motivation and personal limitations. (8-11)
2. Discuss the conditions for using results controls in Armco, Midwestern Steel Division!

- Discuss in terms of knowledge of desired results, ability to influence results, and ability to measure controllable results (congruent, precise, objective, timely and understandable). (32-34)
3. What defines a tight results control?
 - Desired results defined (congruent, specific, in time, communicated, internalized, complete), measurement (precise, objective, timely, understandable), rewards/punishments (linked and definite). (118-119)
 4. What types of responsibility centers can be defined, and which of these are used in Zumwald?
 - Investment, profit (artificial, pseudo), revenue, expense (standard and discretionary). (270-271)
 5. What is “Gamesmanship”?
 - Create slack resources, data manipulation (falsification and data management). (184-185)
 6. Suggest and evaluate some rewards that could be and/or that are used in Tsinghua Tongfang!
 - Monetary (Salary, bonus/piece-rate, stock-options, SAR, Phantom stock plans, shares) and/or non-monetary (e.g. autonomy, power, participation, praise, recognition, promotion, job assignment, office assignment, reserved parking, time off, travel). (394-395;403-404)
 7. What are the pros with the economic profit system in Berkshire? Discuss this while looking upon the system as a financial measure system!
 - Pros; controllable, congruent, timely, precise, objective, inexpensive, understandable. (436)
 8. How can Beifang deal with what has happened according to the case? Evaluate what you suggest!
 - Subjective (warning for outcome effect, hindsight, expensive, understandable?, excuse culture) or objective (variance, flexible (budgets, scenario, updates), relative). (537-543)
 9. In what ways does the management control differ in not-for-profit organizations?
 - Objective? Employee characteristics, often diversified, dialogue important, external scrutiny. (787-790)

STUDENT CONTRIBUTIONS

Below you can find all the contributions. The order is by code. *Please note that these are the preliminary grades*; grades will be reported after you all have had the chance to improve your report.

AFG756 F

The answers are in most cases satisfying, and you also refer to appropriate pages in the textbook. You do not have anything extra (e.g. examples, articles or such) which makes this aiming for an E. The only large problem in this is 8, where you do not use the tools from the textbook. You also have some minor flaws in 3, 6 and 7. The rest of the answers are at the E-level. Rework the report according to these instructions, and you will have an E.

CRS053 F

You have satisfying answers in most parts, and you also have an old article that you use somewhat in question 5. You also have put some energy on the answer to question 9, which is much more elaborated than the rest of the text. But; to reach an E you need to rework the answers on questions 7, 8 and 9 since they all lack important parts of the theory; And with that and more effort on the rest of the answers you might reach a D or maybe even a C.

OMA525 C

In my opinion, you have elaborated your answers in a good way in 1, 3 and 5. The other answers are good, but with nothing extra. You contributed a lot in the discussions of the course, and you also handed in 6 out of 8 of the cases during the course. The text is a little bit too long compared to the content. If you shorten & sharpen the text, rework it a little so that also some of the other of the answers are a little bit more elaborated, this might very well be a B or an A instead; because I believe that you know the subject even better than this.

XBT333 F

Most of your answers are satisfying; because apart from in 7, 8 and 9 you use the tools and models suggested from the textbook in the different parts. The assignment is an aim for an E, since there is nothing extra (like e.g. articles or experiences), and if you correct the problems mentioned it will be an E.