COURSE OBJECTIVES

This course introduces students to the role of management accounting in business organizations. The focus of the course is on understanding and using management accounting concepts to increase organizational value. The three main topics in this course are (i) cost determination, (ii) using managerial accounting information for decision-making, and (iii) management control systems. In addition, students are expected to gain an understanding of important practical developments in management accounting by reading assigned articles.

COURSE MATERIALS

2. Articles, cases, and problems distributed in class and through Blackboard

ASSIGNMENTS

**Homework from textbook and handouts:** Homework problems will be assigned for each chapter to reinforce the material covered in the chapter. You should attempt to work the assigned homework problems prior to class and come to class prepared to discuss them. Students are encouraged to form study groups to collaborate on homework.

**Cases:** Students are required to form groups of three students to formulate solutions to the cases. Groups are required to submit their solutions to the cases at the beginning of class on the dates they are due. Each group must submit one solution for each case. *Every group member must meaningfully participate in each case. If an individual does not make a meaningful contribution to a case, it is the responsibility of the individual and the remaining group members to ensure that the individual’s name does not appear on the case submission.* To accommodate scheduling conflicts and various unforeseen events, students may drop their lowest case grade or skip one case.

**Articles:** Students are expected to carefully read the assigned articles prior to the class periods on which they are scheduled to be discussed. On the day an article is discussed, each student will respond in writing to one or more questions about the article to demonstrate their preparedness.
**Important note** – Some cases have been used in prior semesters. It is NOT appropriate for students to review, obtain, or discuss case solutions from prior semesters under any circumstances whatsoever. Also, case solutions are to be the work product of your group only. Discussions between different groups are not permitted. Violation of these rules is a serious academic offense.

**TENTATIVE COURSE SCHEDULE**

The last two pages of this syllabus contain the tentative course schedule, which lists the chapters we will cover and the dates on which we will cover them. Your preparation for a particular class should include reading the assigned chapter, attempting to work the assigned homework problems, completing the assigned case, and reading the assigned article. *This schedule is, however, subject to change as the course progresses.*

**PERFORMANCE EVALUATION AND GRADES**

Your course grade is based upon your performance on quizzes, cases, and article discussions. Grades are determined as follows:

- Quiz 1 15%
- Quiz 2 15%
- Final exam 40%
- Cases 15%
- Articles quizzes and discussions 15%

Letter grades will be determined from your course average as follows:

90 – 100  A
87 – 89   B+
80 – 86   B
77 – 79   C+
70 – 76   C
67 – 69   D+
60 – 66   D
0 – 59    F
## TENTATIVE COURSE SCHEDULE
(Note that this schedule is subject to change as the course progresses. Any changes will be announced in class.)

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<tr>
<th>Date</th>
<th>Chapter</th>
<th>Assignments</th>
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| November 7 | 1       | **Textbook:** E1-11, E1-12, E1-15, P1-8  
**Handout 1:** Identifying Variable and Fixed Costs  
**Handout 2:** Identifying Direct and Indirect Costs  
**Handout 3:** Differential, Opportunity, and Sunk Costs |
| November 8 | 2       | **Submit:** Case 1-1*  
**Textbook:** E2-4, P2-2, P2-3 (skip part b), P2-6, P2-8  
**Handout 4:** Cost Identification  
**Handout 5:** Cost Classification |
| November 9 | 2 & 3   | **Note:** For Chapter 3, read pages 87-93 only  
**Handout 6:** Multiple Departments; Applying Overhead  
**Handout 7:** Overhead Analysis; Schedule of Cost of Goods Manufactured  
**Handout 8:** Ethics Challenge 1 |
| November 13| 3       | **Article Preparedness Quiz:** Article 1  
**Submit:** Case 2-3*  
**Submit Handout 9:** Dynamic Hydraulic Systems (counts as a case)*  
**Textbook:** P3-2, P3-4  
**Handout 10:** Ethics Challenge 2  
**Article 1:** “Control Tomorrow’s Costs through Today’s Designs” |
| November 15| 4       | **Article Preparedness Quiz:** Article 2  
**Submit:** Case 3-2*  
**Textbook:** E4-12, E4-13, E4-14, E4-16, P4-16  
**Handout 11:** CVP Analysis  
**Article 2:** “The Earnings Game” |
| November 16| 4       | **Handout 12:** Companies with Accounting Based Bonus Plans  
**Handout 13:** A Typical Executive Annual Bonus Plan  
**Handout 14:** Ethics Challenge 3  
**Quiz 1:** Chapters 1, 2, 3, and 4** |
| November 26| 6       | **Submit:** Case 4-3*  
**Submit Handout 15:** Regression Analysis and Break-Even Analysis (counts as a case)*  
**Textbook:** E6-7, E6-14, P6-3, P6-5, P6-12  
**Handout 16:** Contrasting ABC and Conventional Product Costs |
| November 27| 6       | **Article Preparedness Quiz:** Article 3  
**Submit Handout 17:** Basic CVP Analysis; Cost Structure (counts as a case)*  
**Article 3:** “Does Your Company Need a New Cost System” |
| November 29| 7       | **Submit:** Case 6-2* (please take note of corrections to this case in class)  
**Textbook:** E7-7, E7-8, E7-9, E7-10, P7-2, P7-7, P7-9, P7-11  
**Handout 18:** Make or Buy a Component  
**Handout 19:** Utilization of a Constrained Resource  
**Handout 20:** Joint-Cost Allocation, Process Further or Sell |
| December 3 | 7 & 8   | **Handout 21:** Accept or Reject a Special Order  
**Handout 22:** Relevant Cost Approach to Pricing  
**Handout 23:** Relevant Cost Approach to Short-Run Pricing  
**Quiz 2:** Chapters 4, 6, and 7** |

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| December 4 | 10      | **Submit Handout 24**: Mayfield Software (counts as a case)*)  
|            |         | **Submit Handout 25**: Make or Buy, Unknown Level of Volume (counts as a case)*)  
|            |         | **Textbook**: E10-7, E10-8, E10-9, E10-11, E10-12  
| December 6 | 10 & 11 | **Article Preparedness Quiz**: Article 4  
|            |         | **Textbook**: P11-1, P11-4, P11-9, P11-10, P11-11, P11-11, P11-11  
|            |         | **Handout 26**: Comprehensive Variance Analysis  
|            |         | **Article 4**: “Environmental Cost Management”  
| December 10| 11 & 12 | **Article Preparedness Quiz**: Article 5  
|            |         | **Textbook**: P12-3, P12-4, P12-11  
|            |         | **Article 5**: “Corporate Budgeting is Broke—Let’s Fix It”  
| December 12| 12      | **Handout 27**: Negotiated Transfer Price  
|            |         | **Handout 28**: Transfer Price with an Outside Market  
|            |         | **Note**: Read appendix starting on page 483 (Transfer Pricing)  
| December 13|         | **Final Exam**: Chapters 1-4, 6-8, and 10-12  

* Groups must submit cases at the beginning of class.  
** Quizzes may include some material from other chapters that were not covered fully on a prior quiz. For example, since Quiz 1 will not cover all of the material from Chapter 4, part of the material in Chapter 4 will be covered on Quiz 2. Additional information about the content of quizzes will be provided in class.