



Colorado Springs Campuses
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Course Syllabus

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Course	BUSN 6070 Management Accounting <i>Please Note: Students must notify the office if they wish to DROP or WITHDRAW from a course. It is not sufficient to tell your instructor. Cancellation of an enrollment is subject to Tuition Refund Deadlines and Policies as outlined in the Graduate Studies Catalog.</i>	
Term	Summer 2008 Mondays, 5:30pm – 9:30pm Class begins: Monday, June 2, 2008 Location: Metro Campus <i>Parking Reminder: "Visitor" parking spaces are reserved for 2 hours or less Please do not park in "Visitor" parking spaces during class hours.</i>	
Instructor	Name: Becca Leland Phone: 282-3727 Email: Rebeccaleland81@webster.edu teamleland@comcast.net	
Catalog Description	The student examines advanced topics in management accounting as these relate to management information needs for planning, control, and decision making. Topics include interpretation of standard cost variances; application of quantitative techniques; evaluation of divisional performance; activity-based costing; and the behavioral impact of accounting systems.	
Prerequisites	BUSN 5600 Accounting Theory and Practice and BUSN 5760 Applied Business Statistics	
Course Level Learning Outcomes	Outcome	Expectation
	1. Students have basic knowledge of important facts, terminology, concepts, principles, and theories in the area of Accounting.	Students understand accounting core concepts, tools, and terminology that encompasses management accounting information as it is used for planning, control, and decision-making purposes.
	2. Students can address unstructured business problems that span multiple functional areas.	The MBA student will understand how to use the primary financial statements for decision making, including evaluating earnings trends and quality. The student will understand how to use accounting information, both financial and other qualitative information, for planning, implementing, controlling, and decision making related to enterprise activities. Managerial decision making includes costing and pricing decisions, profit planning, operational and capital budgeting, responsibility accounting and performance evaluation.
	3. Students can evaluate and analyze profitability.	Students can solve problems and interpret the results of break-even analysis and cost-volume-profit analysis. Students can analyze profitability trends and quality. Students can prepare full absorption and variable costing income statements.
	4. Students can calculate costs of providing a good or service.	Students calculate the cost of goods and services using job order costing, process costing, activity-based costing, standard costing and target costing.
	5. Students can distinguish relevant versus irrelevant costs for decision making.	Students can distinguish costs relevant to a decision versus costs that are not relevant, including an understanding of sunk costs, opportunity costs, and differential costs.
6. Students can make short-term	Students can analyze short-term decisions, such as make-or-	

	or tactical decisions.	buy, keep or drop a segment, and special orders.
	7. Students can evaluate capital investment projects using NPV and IRR.	Students can estimate cash flows and risk and use these values to compute NPV and IRR. Students can analyze the results and make a recommendation.
	8. Students can prepare operational budgets.	Students can prepare operational budgets, consisting of sales budget, production budget, material budget, cash budget, and pro forma financial statements to use in planning and control.
	9. Students understand how to use financial information to evaluate performance.	Students use Return on Investment (ROI), Residual Income (RI), Economic Value Added (EVA) and the balanced scorecard for performance evaluation and responsibility accounting.
	10. Students can determine the transfer price that would maximize profits.	Students can calculate transfer prices and determine the transfer price that would maximize profits.

Materials Managerial Accounting, Ray H. Garrison, Eric Noreen, McGraw-Hill/Irwin, 2008. ISBN: 0-07-352670-3

Options for Ordering Textbook:

a. Textbooks are available about four weeks before the start of classes and may be ordered from Webster University's bookstore, **MBS Direct**. To place an order call toll-free: **1-800-325-3252** or visit <http://direct.mbsbooks.com/webster.htm>

b. Used books for sale by students are posted on a Bulletin Board in the Metro Center Cafe. Please check this area if you are interested in purchasing or selling used books.

Grading Your grade will be based upon four primary components: homework/participation, quizzes, article analysis and a summary project. There will be a total of 1000 points possible in the course. Homework assignments are worth 195 points (13 chapters @ 15 points each); participation is worth 105 points; quizzes are worth 400 points (8 @ 50 points each); article analysis will be worth 100 points (2 @ 50 points each); and the final project and presentation are worth 200 points (150 for written, 50 for oral presentation.)

The following grade point structure is used to compute the letter grades for the final course grade.

Grade Points Earned	Equivalent Letter Grade
94-100	A Superior Graduate Work
90-93	A- Superior Graduate Work
87-89	B+ Satisfactory Graduate Work
83-86	B Satisfactory Graduate Work
80-82	B- Satisfactory Graduate Work
70-79	C Work that is barely adequate as graduate-level performance
Below 70	F Work that is unsatisfactory
I	I Incomplete work
ZF	ZF An "I" that is not completed within one year of the end of the course is automatically converted to a "ZF". A "ZF" is treated the same as an F or NC for all cases involving GPA, academic warning, probation and dismissal.
W	W Withdrawn from the course

Activities

This course requires various problem solving, and case analysis in addition to compelling class discussion on many interesting topics. These assignments are for your benefit; this material will be learned much more effectively by integrating these activities than from the reading alone. In addition, an important objective is to develop an awareness and appreciation for current issues beyond the concepts that are described in the textbook. Each week throughout the course the following types of assignment activities will be required:

- **Chapter Reading, Exercises and Problems:** You are expected to have read the chapters and completed the homework exercises and problems prior to coming to class. We will cover the solutions as part of our learning experience, but you will not be able to master the material if you don't first attempt to work the exercises and problems prior to class. When I grade your assignments I will be looking for the conscientious effort you have made in attempting to solve the problem. That means that you may receive full credit for an assignment even though you made mechanical errors somewhere. The goal, of course, is to learn through those mistakes. You may submit your homework either in written form (with legible handwriting!) or through Word or Excel. Please make sure that all papers are stapled together, all assignments are labeled, and your name is on each page.
- **Article Analysis:** In Week 3 and Week 6 you will be responsible for identifying some recent, relevant current issue from an appropriate news source or journal article that enhances some topic that was presented in the chapter material. You should complete a 2 – 3 page summary of the article and be prepared to present your findings in a 5 – 7 minute presentation. No visual aids will be necessary.
- **Due Dates:** All assignment items are due each week by the beginning of class and will not be accepted otherwise without having made previous arrangements with the instructor. Please make a copy of your assignments to have during class discussion of the exercises/problems. Assignments turned in one week late will receive ½ credit; after that the grade will be zero.
- **Quizzes:** A quiz will be given each week after the material (including homework assignments) has been reviewed. Each quiz will be worth 50 points (totaling 400 points or 40% of your grade) and will be multiple choice in format. You will be allowed to utilize your textbook. The quizzes will have a time limit. There will be no opportunity to make up a quiz unless arrangements have been made with the instructor in advance.
- **Attendance/Participation:** Significant class discussion will take place each week around the assignment items and it is your responsibility to proactively participate in that class discussion. Participation in class discussion activities (which obviously includes attendance) will comprise 10% of the final grade.
- **Research Paper and Presentation:** You will complete a 6 - 8 page paper (1,800 word minimum) on a relevant topic of your choosing. You must have approval on the topic by Week 6 (10 points) and an outline will be due by Week 7 (20 points). The paper should demonstrate graduate workmanship, i.e. content, style, grammar and spelling. Utilize APA format (if you do not know what this is, please ask) and be certain that you document your research, which should include at least 5 resources. Use Passports or the Internet for your research. Please include a word count with your paper.

You will make an 8-10 minute presentation on your findings during our last class period. I would expect this would include applicable visual aids.

Final projects that are not turned in on time will be penalized 20% per day that they are late.

<p>Policy Statements: University Policies</p>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website, www.webster.edu. This class is governed by the university's published policies. The following policies are of particular interest:</p> <p>Academic Honesty The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university's academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it.</p> <p>Drops and Withdrawals Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund.</p> <p>Special Services If you have registered as a student with a documented disability and are entitled to classroom or testing accommodations, please inform the instructor at the beginning of the course of the accommodations you will require in this class so that these can be provided.</p> <p>Disturbances Since every student is entitled to full participation in class without interruption, disruption of class by inconsiderate behavior is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course. Please be considerate and turn-off your cell phone during class sessions.</p> <p>Student Assignments Retained From time to time, student assignments or projects will be retained by The Department for the purpose of academic assessment. In every case, should the assignment or project be shared outside the academic Department, the student's name and all identifying information about that student will be redacted from the assignment or project.</p> <p>Contact Hours for this Course It is essential that all classes meet for the full instructional time as scheduled. A class cannot be shortened in length. If a class session is cancelled for any reason, it must be rescheduled.</p>
<p>Course Policies</p>	<p>Course Attendance Students are expected to attend all class sessions of every course. In the case of unavoidable absence, the student must contact the instructor. The student is subject to appropriate academic penalty for incomplete or unacceptable makeup work, or for excessive or unexcused absences. Generally, a student who misses more than one four-hour course period (per course) without a documented military or medical excuse and advanced permission from the instructor should withdraw from the class.</p> <p>This material is the type that builds upon itself. For that reason, consistent attendance is extremely important. I do however understand that on occasion that it is necessary to have an absence. If that is the case, please contact me prior to class (if possible) so that we can discuss other avenues for your mastering the material, and completing the quiz.</p>
<p>Additional Information</p>	<ul style="list-style-type: none"> • Students should regularly check their Webster University e-mail account at http://connections.webster.edu for important e-mails from their instructor and University staff. • Webster University's online library, Passports, is available through http://library.webster.edu, you will need to use your student ID to access the databases. • Students who are discovered cheating or committing plagiarism will be awarded a failing grade for the course, and may be subject to discipline or dismissal. www.turnitin.com is a tool Webster University uses to assist faculty in identifying plagiarism. • Students should use citation protocol from APA. Guidelines are available in the office or on-line at www.webster.edu/coloradosprings • Class sessions are limited to currently enrolled students. • Daycare services are not available at Webster University. Children are not allowed to attend class or use Webster University facilities. • Grades are available online by visiting www.webster.edu, select Registration and Online Services. You will need to provide your student number and password to access your online information.

Weekly Schedule	Schedule of Weekly Assignments, Quizzes and and Presentations:	
	Week 1 Chap 1 – Managerial Accounting and the Business Environment 6/4/07 Chap 2 – Cost Terms, Concepts, and Classifications Quiz 1 (Chap 1 &2)	Prob 1-5, Research/App 1-9 Prob 2-14, 2-27
	Week 2 Chap 3 – Systems Design: Job-Order Costing 6/11/07 Chap 4 – Systems Design: Process Costing Quiz 2 (Chap 3 & 4)	Ex 3-9; Prob 3-20(omit pt 4), 3-29 Prob 4-19, 4-24
	Week 3 Chap 5 – Cost Behavior: Analysis and Use 6/18/07 Quiz 3 (Chap 5) Article Presentations	Ex 5-1, 5-10, Prob 5-15
	Week 4 Chap 6 – Cost-Volume-Profit Relationships 6/25/07 Chapter 9 – Profit Planning Quiz 4 (Chap 6 & 9)	Ex 6-5, 6-12; Prob 6-18, Research/App 6-34 Prob 9-19 (omit pt 5 & 6)
	Week 5 Chap 10 – Standard Costs and the Balance Scorecard 7/2/07 Chap 11 – Flexible Budgets and Overhead Analysis Quiz 5 (Chap 10 & 11)	Ex 10-8, 10-9; Research/App 10-33 (two measures) Ex 11-15; Prob 11-26
	Week 6 Chapter 13 – Relevant Costs for Decision Making 7/9/07 Quiz 6 (Chap 13) Article Presentations Research Topic Finalized and Approved	Ex 13-1, 13-9; Prob 13-16, 13-18
	Week 7 Chapter 14 – Capital Budgeting Decisions 7/16/07 Quiz 7 (Chap 14) In-Class Group Case Studies Research Paper Outlines Due	Ex 14-9, 14-13; Prob 14-23, 14-26
	Week 8 Chapter 15 – Statement of Cash Flows 7/23/07 Chapter 16 – Financial Statement Analysis Quiz 8 (Chap 15 & 16)	Ex 15-1; Prob 15-12; Research/App 15-19 Ex 16-2, 16-3; Research/App 16-20
	Week 9 Research Papers Due 7/30/07 Individual Presentations	