

<b>Course</b>	<b>BUSN 6070 Management Accounting</b>	
<b>Term</b>	Spring 2, 2010	
<b>Instructor</b>	Name: John Chladek Phone: 913-908-1795 Email: <a href="mailto:john_chladek@hotmail.com">john_chladek@hotmail.com</a> <a href="mailto:johncbladek03@webster.edu">johncbladek03@webster.edu</a>	
<b>Catalog Description</b>	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.	
<b>Prerequisites</b>	BUSN 5600 Accounting Theory and Practice and BUSN 5760 Applied Business Statistics	
<b>Course Level Learning Outcomes</b>	<b>Outcome</b>	<b>Expectation</b>
	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 or tactical decisions.	Students can analyze short-term decisions, such as make-or-buy, keep or drop a segment, and special orders.
	7. Students can evaluate capital investment	Students can estimate cash flows and risk and use these values to compute NPV and IRR. Students can analyze the results

	<table border="1"> <tr> <td>projects using NPV and IRR.</td> <td>and make a recommendation.</td> </tr> <tr> <td>8. Students can prepare operational budgets.</td> <td>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.</td> </tr> <tr> <td>9. Students understand how to use financial information to evaluate performance.</td> <td>Students use Return on Investment (ROI), Residual Income (RI), Economic Value Added (EVA) and the balanced scorecard for performance evaluation and responsibility accounting.</td> </tr> <tr> <td>10. Students can determine the transfer price that would maximize profits.</td> <td>Students can calculate transfer prices and determine the transfer price that would maximize profits.</td> </tr> </table>	projects using NPV and IRR.	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.		
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<b>Materials</b>	Atkinson, Anthony A., Robert S. Kaplan, and Mark S. Young, <i>Management Accounting</i> , Prentice-Hall, ISBN: 0-13-173281-1										
<b>Grading</b>	<table border="1"> <tr> <td></td> <td>%</td> </tr> <tr> <td>Exam 1</td> <td>30%</td> </tr> <tr> <td>Exam 2</td> <td>30%</td> </tr> <tr> <td>Assignments/Participation</td> <td>20%</td> </tr> <tr> <td>Enron Paper</td> <td>20%</td> </tr> </table> <p><b>The GRADUATE catalog provides these guidelines and grading options:</b></p> <ul style="list-style-type: none"> <li>• <b>A/A-</b> Superior graduate work</li> <li>• <b>B+/B/B-</b> Satisfactory graduate work</li> <li>• <b>C</b> Work that is barely adequate as graduate-level performance</li> <li>• <b>CR</b> Work that is performed as satisfactory graduate work (B- or better). A grade of "CR" is reserved for courses designated by a department, involving internships, a thesis, practicums, or specified courses.</li> <li>• <b>F</b> Work that is unsatisfactory</li> <li>• <b>I</b> Incomplete work</li> <li>• <b>ZF</b> An incomplete which was not completed within one year of the end of the course. ZF is treated the same as an F or NC for all cases involving G.P.A., academic warning, probation, and dismissal.</li> <li>• <b>IP</b> In progress</li> <li>• <b>NR</b> Not reported</li> <li>• <b>W</b> Withdrawn from the course</li> </ul>		%	Exam 1	30%	Exam 2	30%	Assignments/Participation	20%	Enron Paper	20%
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<b>Activities</b>	<p>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:</p> <ul style="list-style-type: none"> <li>• <b>Chapter Problems and Cases:</b> Each chapter has a variety of problems that reinforce some dimension of the material from that chapter. The requirements should be obvious from the information given. 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</li> </ul>										

	<p>mistakes. When a problem is scheduled, instructions will be given for the completion of the assignment and some of your assignment problems will require using Excel and submitting those spreadsheets to me.</p> <ul style="list-style-type: none"> <li>• <b>Article Analysis:</b> In some weeks you may 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. We may include some of these news items in our class discussions.</li> <li>• 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 prepare each assigned problem on a separate sheet of paper in order to facilitate review.</li> <li>• Assignment activities will comprise 20% of the final grade. Submitting someone else's work as your own will not be tolerated and will be treated with the consequences of academic dishonesty.</li> <li>• 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 will comprise 10% of the final grade.</li> <li>• There will be a Midterm Exam (Week 5) and a Final Exam (Week 9). Examinations comprise 50% of the course grade and will consist of multiple choice questions. There will be no opportunity to make up an exam unless arrangements have been made with the instructor in advance.</li> </ul>
<p><b>Policy Statements: University Policies</b></p>	<p>University policies are provided in the current course catalog and course schedules. They are also available on the university website. This class is governed by the university's published policies. The following policies are of particular interest:</p> <p><b>Academic Honesty</b></p> <p>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><b>Drops and Withdrawals</b></p> <p>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><b>Special Services</b></p> <p>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><b>Disturbances</b></p> <p>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.</p> <p><b>Student Assignments Retained</b></p> <p>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><b>Contact Hours for this Course</b></p> <p>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><b>Course Policies</b></p>	<p>This syllabus may be revised at the discretion of the instructor without the prior notification or consent of the student. The schedule below presents an approximate expectation of course progress. The instructor reserves the right to add, delete, or modify any weeks of this schedule. The instructor also reserves the right to change the overall course grade weighting. Any changes will be announced in class.</p> <p>If you miss class you are responsible for getting notes and assignments. <i>No late homework will be accepted.</i> Makeup exams will be scheduled only if arranged in advance of the scheduled exam date.</p>						
<p><b>Weekly Schedule</b></p>	<table border="1" style="width: 100%;"> <tr> <td style="width: 30%;"><b>Weekly Schedule</b></td> <td>Pre-Assignment for Week 1</td> </tr> <tr> <td></td> <td> <ul style="list-style-type: none"> <li>• Read Chapters 1 and 2</li> </ul> </td> </tr> <tr> <td style="text-align: center;">Week 1</td> <td> <ul style="list-style-type: none"> <li>• Introduction: Review of Financial Statements, Profitability, Profitability Trends, and Quality of Earnings</li> <li>• Chapter 1: Management Accounting – Information that</li> </ul> </td> </tr> </table>	<b>Weekly Schedule</b>	Pre-Assignment for Week 1		<ul style="list-style-type: none"> <li>• Read Chapters 1 and 2</li> </ul>	Week 1	<ul style="list-style-type: none"> <li>• Introduction: Review of Financial Statements, Profitability, Profitability Trends, and Quality of Earnings</li> <li>• Chapter 1: Management Accounting – Information that</li> </ul>
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Week2	<ul style="list-style-type: none"> <li>• Chapter 3: Traditional Cost Management Systems</li> <li>• Chapter 4: Activity-Based Costing</li> </ul>
Week 3	<ul style="list-style-type: none"> <li>• Chapter 5: Management Accounting Information for Activity and Process Decisions</li> </ul>
Week 4	<ul style="list-style-type: none"> <li>• Chapter 6: Cost Information for Pricing and Product Planning</li> <li>• Review for Midterm Exam</li> </ul>
Week 5	<ul style="list-style-type: none"> <li>• Midterm Exam: Chapters 1-6</li> <li>• Enron Movie</li> </ul>
Week 6	<ul style="list-style-type: none"> <li>• Chapter 7: Management Accounting and Control Systems – Assessing Performance over the Value Chain</li> <li>• Chapter 8: Motivating Behavior in Management Accounting and Control Systems</li> </ul>
Week 7	<ul style="list-style-type: none"> <li>• Chapter 9: The Balanced Scorecard</li> <li>• Chapter 10: Using Budgets to Achieve Organizational Objectives</li> </ul>
Week 8	<ul style="list-style-type: none"> <li>• Chapter 11: Capital Budgeting</li> <li>• Chapter 12: Financial Control</li> <li>• Review for Final Exam</li> </ul>
Week 9	<ul style="list-style-type: none"> <li>• Final Exam</li> </ul>
<b>Additional Information</b>	None

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