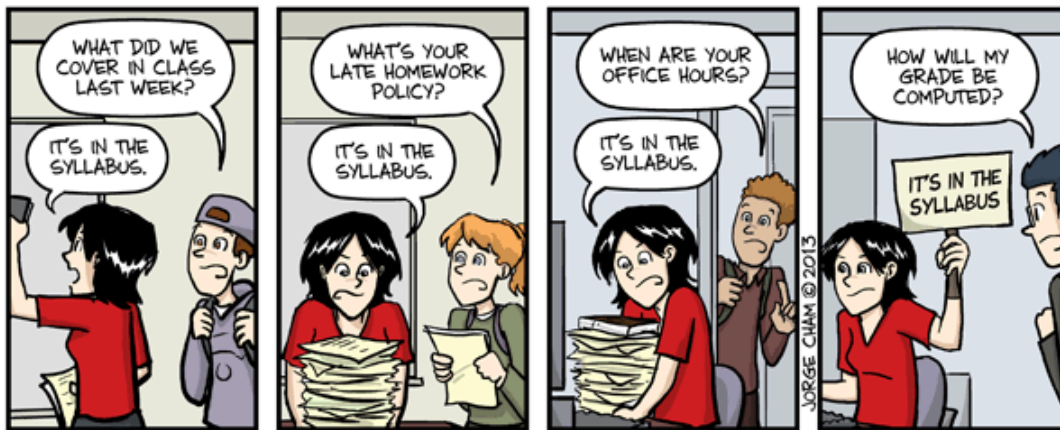


# BUS 211 Managerial Accounting Syllabus – Fall 2014

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## IT'S IN THE SYLLABUS

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### Instructor Information

<b>Instructor</b>	Professor Vic Anand
<b>Office</b>	GBS 448
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<b>Office Hours</b>	By appointment

### Course Description

This course is about decision-making in organizations. Much of the information upon which organizational decisions are based comes from organizations' accounting systems. In this course, we will focus on the management accounting system, which provides information for *internal* decision-making<sup>1</sup>. You will learn about the types of information that internal accounting systems generate and how that information affects decisions.

Organizational decisions involve a cycle of planning and control. Planning decisions relate to choices about acquiring and using resources to deliver products and services to customers. Control

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<sup>1</sup> The other two accounting systems are the financial and tax accounting systems. The outputs of the financial and tax accounting systems are used by parties *external* to the organization (e.g. stockholders and governments). In this course, we will only discuss financial accounting as it pertains to management accounting. We will not discuss tax accounting in this course.

decisions concern how much to delegate, as well as how to motivate, measure, evaluate, and reward performance. In this course, you will learn how planning and control constitute a cycle, and every topic we discuss will relate to planning, control, or both.

## Required Materials

1. Balakrishnan, R., Sivaramakrishnan, K., and G.B. Sprinkle. 2012. *Managerial Accounting*. 2<sup>nd</sup> edition. John Wiley & Sons, Inc. ISBN: 978-1-118-38538-8.
  - a. You can purchase the book in paper or electronic format.
  - b. All readings and assignments reference the U.S. 2<sup>nd</sup> edition. Difficulties caused by the use of a different edition are your responsibility.
2. Various Harvard Business School Cases and *Harvard Business Review* articles available through [www.study.net](http://www.study.net) under the course name “BUS 211: Managerial Accounting – Anand (Fall 2014).”
  - a. Register for access at <http://www.study.net>.
  - b. You will have to pay to obtain this material. What can I say? It’s Harvard...
3. Various other readings available for free through <https://ereserves.library.emory.edu>.

## Grading and Expectations

Your final grade will be determined at the end of the semester based on the percentages in the table at right. Goizueta Business School policy mandates a grade distribution<sup>2</sup>, which implies that you will be graded “on a curve”. Your performance *relative* to other students will determine your grade.

Because we will use relative performance evaluation, it is *not* possible to estimate your overall grade during the semester.

<b>Graded assignments</b>	15%
<b>Class participation</b>	15%
<b>Exam 1</b>	15%
<b>Exam 2</b>	15%
<b>Final Exam</b>	40%

## Graded Assignments

I will assign five graded homework assignments and each will count for 3% of your grade. Four of them will be typical problem sets and the other will be a one-page write-up in which you will apply course material to a real-world setting.

I encourage you to discuss the homework problems with your classmates. *However, anything that you submit to me must be your own work.*

Graded assignments will be due at 11:30 AM on the due date. Late assignments will not be accepted.

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<sup>2</sup> See [https://secure.goizueta.emory.edu/degree/undergra\\_cur\\_grades.html](https://secure.goizueta.emory.edu/degree/undergra_cur_grades.html)

## Problem Sets

Four of your graded assignments will be problem sets. For each of these, I will assign textbook problems or other problems that I make up myself. I will give you at least a week to work on each of these assignments.

## Accounting in the Wild

Managerial accounting is extremely useful in practice. To help convince you of this, I am tasking you with writing a 1-page document that describes a real-world setting and explains how something you learned in my class applies in that setting.

Your write-up must fit on one side of a single 8.5" x 11" sheet of paper with at least 1-inch margins. Font size should be at least 10-point. *You may turn in this write-up at any time during the semester.* I will give you numerous examples of write-ups throughout the semester to inspire you.



## Class Participation

I encourage you to actively participate in class. Ask questions or answer questions that I pose to the class. This will keep class lively and will provide me feedback on whether you understand the material.

In business, communication skills are crucial. Speaking up in class is an opportunity to hone your skills. Very few people are naturally comfortable volunteering their ideas in a large group (myself included!), but doing so is common in the business world. If you feel class participation is going to be difficult for you, contact me immediately. Do not let this component of your grade scare you. Instead, accept it as a challenge to hone the skills you currently have or to develop skills that are outside of your comfort zone.

During each class, my teaching assistants will keep track of your attendance and participation. They will grade your participation in each class using the following scale<sup>3</sup>:

- Attended (1 point)
- Made a contribution to class (2 points)
- Made an excellent or insightful contribution to class (4 points)
- Unexcused absence (0 points)
- Disruptive (-1 points)

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<sup>3</sup> I reserve the right to change the numerical values of the scale. However, the ranking of the items on the scale will not change.

The quality of your in-class contribution is more important than its quantity. It is possible to obtain maximum points for a class with one short but insightful question or comment. It is also possible to speak a lot and not be awarded points for a contribution.

You are not expected to say something in every class. There will be approximately 65 of you in each section so it is impossible for everyone to speak in every class. Remember that your aggregate participation over the semester is what counts and don't feel pressure to speak in every class.

Use your (two-sided) name tag throughout the semester. My TA's and I will make an effort to learn your name. However, if you participate in class and do not have a name tag, you might not receive credit for participating.

### **Cold calling**

I will cold call students during class. When I do so, I will typically ask about something that was assigned for that day, such as a homework problem, a case, or something in the book.

- If I call you, try to show me that you have prepared for class. I do not expect you to always have the right answer, but I expect you to have thought about the material before class.
- It's not possible to be prepared every time. Therefore, if you come to class unprepared, let me know before class and I promise not to call on you. Or feel free to simply say, "Pass" when I call you. I will not embarrass you or shame you in any way.

### **Professional behaviors**

Success in management requires professionalism and I expect all students to behave professionally during the semester. At a minimum, that means not disrupting class. Please adhere to the following:

- Turn off and stow all personal electronics such as smart phones and laptops. You are not permitted to use them in flight unless I request that you bring them to class.
- Come to class
  - If you need to miss class, let me know in advance to avoid a penalty for absence.
- Prepare for class and participate during class.
- Arrive on time
  - If you do arrive late, quietly proceed to your seat without crossing the room. Do *not* pick up handouts. If you cross the front of the room while I am talking, you will lose participation points.
- Do not disrupt class.

### **Cases**

The real world is ambiguous, and therefore applying the concepts that you learn in class to real-world situations is difficult. Cases will give you some practice applying what you learned in school to real-world settings. Think of a case as a long word problem. A lot of information will be thrown at you, and you need to place that information in a framework and then do some analysis.

I will assign cases this semester. You will need to read each case, think about it, and do some analysis based on what you learned in class. I encourage you to discuss cases with other students before class. You will not need to turn in your analysis of the case unless I assign that case as a graded homework.

We will discuss each case in class. During case discussions, I will attempt to talk as little as possible and leave it to the class to uncover the major points of the case. I will merely act as a discussion facilitator. During case discussions, I will award double participation points for your contribution.

## Exams

There will be two in-class exams and a final exam. The in-class exams will occur during regular class periods. The final will take place during finals week.

- All exams will be closed-book.
- Exams will consist of multiple-choice and short-answer questions.
- The final exam will be cumulative.
- I will supply calculators; you may not use your own calculator.
- Please see me at the beginning of the semester if you need extra time on exams.

***Please let me know as soon as possible if you have a conflict.*** All exams will occur during regularly scheduled class time. Therefore, the only valid excuse for missing exams is a varsity athletic event. All other excuses will be considered by me on an individual basis, and I reserve the right to say no.

Students are required to sit for an examination on the day/time it is scheduled. **There will be NO makeup exams except for absences required by Emory (submit documentation).** If you miss one mid-semester exam and notify me about your reason for the absence, the weight of that exam will be added to the total weight of the other mid-semester exams so you will not have the impact of a zero for the missed exam. If you miss more than one mid-semester exam, you will receive a zero for the additional mid-semester exams you miss. Missing the final exam will result in a zero grade for the final exam.

## List of Topics

We will cover the following topics during the semester. In the following list, a number in brackets refers to a textbook chapter, e.g. [2] means chapter 2 of your book. [Sup] indicates that I will use supplemental materials for that topic.

1. Course introduction
2. Accounting: Information for decision making [1]
3. Costs, benefits, and relevance [2]
4. Costs and cost flows [3]
5. Estimating cost behavior [4]
6. Cost-Volume-Profit analysis [5]
7. Decision making in the short run [6]

8. Cost allocations [9]
9. Activity-based costing and activity-based management [10]
10. Using cost information to make pricing decisions [Sup]
11. Operating budgets: bridging planning and control [7]
12. Budgetary control and variance analysis [8]
13. Performance pay and incentives [Sup]
14. Performance evaluation in decentralized organizations [12]

If we have time:

15. Transfer pricing [12]
16. Nonfinancial performance measures and strategy [Sup]

### Tentative schedule of topics and assignments

I will loosely follow this schedule. You should expect that we will deviate slightly from this schedule. Therefore, *announcements in class and on Blackboard supersede what is stated here:*

Date(s)	Topic	Deliverable(s)
Aug 27	Course intro	
Sep 3 Sep 8	Accounting: Information for decision making	
Sep 10 Sep 15	Costs, benefits, and relevance	<ul style="list-style-type: none"> <li>• Graded homework on opportunity cost due on Sep 17</li> </ul>
Sep 17 Sep 22	Costs and cost flows	
Sep 24 Sep 29	Estimating cost behavior	<ul style="list-style-type: none"> <li>• Graded homework on linear regression due around Oct 6</li> </ul>
Oct 1	Cost-Volume-Profit Analysis	
Oct 6	EXAM 1 in class	
Oct 8	Cost-Volume-Profit Analysis	<ul style="list-style-type: none"> <li>• Case: Precision Worldwide</li> </ul>
Oct 15 Oct 20	Short-term decision making	
Oct 22 Oct 27 Oct 29	Cost allocations	<ul style="list-style-type: none"> <li>• Case: Absorption costing in the auto industry</li> </ul>
Nov 3 Nov 5 Nov 10	Activity-based costing (ABC) and activity-based management	<ul style="list-style-type: none"> <li>• Case: City of Indianapolis</li> <li>• Graded HW on ABC due around 11/12</li> </ul>
Nov 12	EXAM 2 in class	
Nov 17	Using cost information to make pricing decisions	
Nov 19 Nov 24	Operating budgets: bridging planning and control	

Nov 24 Dec 1	Budgetary control and variance analysis	<ul style="list-style-type: none"> <li>Graded HW on budgeting due on or around 12/3</li> </ul>
Dec 3	Performance Pay and Incentives	<ul style="list-style-type: none"> <li>Case: Safelite Auto Glass</li> </ul>
Dec 8	Responsibility accounting Transfer pricing	
???	Nonfinancial performance measures and strategy	<ul style="list-style-type: none"> <li>Case: Store 24</li> </ul>

### Schedule of readings and homework problems

Throughout the semester, I will distribute schedules containing required reading, suggested homework problems, and assignments. Each schedule will cover two to three weeks. On the first day of class, you will receive a schedule for the first three weeks of the semester. I will also post the schedule of upcoming topics, readings, and assignments to Blackboard.

### Practice Problems

After every class, I will assign practice problems and I strongly recommend that you work through them and understand them. Work as many problems as you can! You should feel free to work together in groups on practice problems.

I will distribute solutions to these problems so you can check your answers. I will also discuss selected practice problems in lecture.

You do *not* need to turn in practice problems.

### Lecture Notes

I will distribute paper copies of my lecture slides before each class. I will leave blank areas on many slides so you can take notes during class. However, if you miss class, I will not give you copies of my notes and you will have to ask a classmate for their notes.

Extra copies of lecture notes and other handouts will be placed in the boxes on the wall between GBS rooms 458 and 459. Electronic copies of most materials will also be made available to you on the course's *Blackboard* site.

### Communication

I will use *Blackboard* as the primary means of communicating with the class. You are responsible for ensuring that you have access to the *Blackboard* site for this course (BUS 211: Managerial Accounting - Fall 2014). **You are expected to check Blackboard for announcements on a daily basis.** I will post electronic copies of course materials, such as my lecture notes, and other handouts on Blackboard.

If I need to communicate with you individually, I will send an email to your official Emory email address. Therefore, you should check your Emory email regularly, or have it forwarded to your preferred email address.



## Getting help

There is a plethora<sup>4</sup> of sources of help available to you.

### Me

Email me about anything course-related and I will do my best to respond promptly. Office hours are by appointment.

### Accounting labs

Goizueta has “accounting labs” where students can go to get help with their accounting coursework. I will post a copy of the accounting labs schedule to Blackboard.

Please make use of the accounting labs for your regular office hours. All of the lab tutors did well in 211 and have been handpicked by Prof. Pownall and by me.

### Teaching assistants

The teaching assistants for BUS 211 are:

- Lisa LaViers ([lisa.laviers@emory.edu](mailto:lisa.laviers@emory.edu))
- Eileen Roteta ([eroteta@emory.edu](mailto:eroteta@emory.edu))
- Adam Goldstein ([agold27@emory.edu](mailto:agold27@emory.edu))
- Moshe Libbin ([mllibbin@emory.edu](mailto:mllibbin@emory.edu))
- Seechie Yuan ([siqi.yuan@emory.edu](mailto:siqi.yuan@emory.edu))
- Nicole Jablon ([njablon@emory.edu](mailto:njablon@emory.edu))
- Heyu Lu ([hlu32@emory.edu](mailto:hlu32@emory.edu))

The TA's will attend lectures. Feel free to ask them questions before or after lecture, or to meet with them individually. E-mail the TA's to set up appointments for one-on-one help.

## Other Issues

You may not use an electronic device to record any portion of class. If you feel that a recording is necessary, Goizueta will arrange to have class recorded professionally. Talk to me if you feel this is necessary.

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<sup>4</sup> Great SAT word, eh?