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|  | **BUAD 285b – Managerial Accounting** |
| **Course Syllabus**  **Spring Semester 2016**   |  |  | | --- | --- | | **Section – 14525R** | **Session** [**431**](http://classes.usc.edu/term-20161/session/431/%20#content-main) **(1st ½ semester)** |   **Classroom Location –** [**HOH**](http://classes.usc.edu/maps/?b=HOH) **305**  **Class Sessions – Mon. & Wed. 8:00 am to 9:50 am** |
| **Professor: John E. Karayan, JD PhD** |
| **Office: ACC 209** |
| **Office Phone: 213.740.1180**  **E-mail:** [**jkarayan@marshall.usc.edu**](mailto:xxx@marshall.usc.edu)  **Office Hours: MW 10-11 am; TTh 1-2 pm** |

**Course Description**

This is a second accounting course for undergraduate business majors and other students whose majors also require 1) an understanding of the impacts business transactions have on organizations, 2) knowledge of basic accounting principles and technique, and 3) the ability to leverage the variety of information the accounting discipline provides to managers, owners, and other stakeholders. The primary focus of the course is the development, presentation, and understanding of accounting information useful for managers when analyzing results and supporting decisions related to product costing, overhead application, budgeting and planning, and management performance.

**Learning Objectives**   
Upon completion of this course, students should be able to:

* Distinguish between traditional job costing and activity-based costing methodologies and their impact on organizational stakeholders by applying both techniques to business situations and evaluating the results. *(Marshall Learning Goal 4.1)*
* Analyze and identify cost information that is relevant for decision makers by recognizing and applying the relevant elements in a variety of decision making scenarios likely to face professional managers. *(Marshall Learning Goal 3.4)*
* Analyze and demonstrate how strategic planning and budgeting processes enhance an organization’s ability to respond to economic changes by preparing elements of the master budget and a flexible budget. *(Marshall Learning Goal 2.1, 3.4)*
* Describe and demonstrate appropriate control and performance evaluation metrics in a multi-product, hierarchical organization by analyzing overall and segment performance using rate-of-return, residual income, and non-financial measures. *(Marshall Learning Goal 3.3, 4.1)*
* Evaluate the general financial prospects of an organization and the impact of management decisions on operational results by analyzing a variety of operational information and developing a spreadsheet model to project a potential anticipated future performance of a large publicly-traded company. *(Marshall Learning Goal 1.4, 3.5)*

To help students achieve these learning objectives, a combination of background reading, homework, lecture, interactive discussion, in-class problems, a group project, and periodic exams will be utilized. Students will demonstrate achievement of these learning objectives by individually working problems on quizzes and exams, and completing a group assignment.

**Required Materials**

The following book is available in the bookstore and was used in BUAD 285 last semester, as well as in BUAD 286 and ACCT 410x.

* Kimmel, P.D., Weygandt, J.J., Kieso, D.E., (2013). *Accounting: Tools for Business Decision Making, 5th Ed*. New Jersey: John Wiley & Sons, Inc. (978-1-118-78426-6)

**Prerequisites and Recommended Preparation**

Generally, the prerequisite for this course is BUAD 285a. However, if you are taking this class during the last half of the semester and are earning a passing grade in BUAD 285a, then BUAD 285a will be treated as a corequisite for this course.

Students are expected to regularly read a business periodical (e.g., *Wall Street Journal*, *The Economist*, or the Business Section of *Google News*) and thus be aware of key current business events as well as familiar with business English.

**Course Materials on Blackboard**

Supplemental class information will be posted on the class Blackboard web site.

**Grading Policies**

Students’ grades in this class will be determined by their relative performance on exams, quizzes (dropping the lowest one), and a team presentation. The maximum raw scores on these deliverables are:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Points** | **Approx. % of Total (eg, Weighting)** | **Type** |  |
| Exam I | 100 | 4 30% | (Individual) |  |
| Final Exam | 200 | 60% | (Individual) |  |
| Highest of Two Quizzes | 20 | 5% | (Individual) |  |
| Team Assignment | 20 | 1 5% | (Group) |  |

Total raw scores 340

Only school-provided calculators can be used on quizzes or exams.

After each student’s weighted total points are determined for the semester, letter grades will be assigned on a curve according to Marshall School of Business grading guidelines.

Final grades represent how students perform in the class relative to other students. Grades will be based student performance, rather than a mandated target. Historically, the mean class grade point average for this class has run about a 3.0 (i.e., a “B”). Three items are considered when assigning final grades:

1. A student’s score for each of the items above weighted by the appropriate actor and summed. Raw scores may be adjusted by a percentage factor to reflect the difficulty of graded items relative to similar items in similar courses taught by the instructor.
2. A student’s overall percentage score for the course.
3. A student’s ranking among all students in the course(s) taught by the instructor during the current semester.

A grade of “W” is allowed only if a student withdraws after the official add period and before the end of the drop period during the semester.

The grade of incomplete (IN) can be assigned only if there is work not completed because of a documented illness or unforeseen emergency occurring after the drop period of the semester that prevents the student from completing the semester. An “emergency” is defined as a serious documented illness, or an unforeseen situation that is beyond the student’s control, that prevents a student from completing the semester. Arrangements for completing an IN must be initiated by the student and agreed to by the instructor prior to the final examination. All work required to replace the IN with a final grade must be completed within one calendar year from the date the IN was assigned. If the student does not complete the work within the year, the IN will automatically be converted to a grade of F.

**Assignments and Grading Detail**

*Quizzes and Exams*

Quizzes and exams will be closed book, closed notes. Students should bring pencils and erasers. There is no need to bring bluebooks or scratch paper: students can write on the exam. A simple, 4 function USC calculator will be made available; students cannot use their own.

Exams are non-cumulative. The format may include multiple-choice questions, short answer / brief essay questions, or problems. Preparing for exams involves dedication and ends only when a student can: 1) identify the relevant issues in a given business situation; 2) analyze the data and transform it into information to be used in a comprehensive answer; and 3) explain what the student did using techniques demonstrated in class.

The best bet for success involves a number of steps. First, is do the advanced preparation (that is, the assigned reading and homework) for each class session. Second is reworking problems done in class and trying additional problems (such as the self-test questions, brief exercises, and *Do It! Review* questions for each chapter). Third is asking questions in real time as the course progresses, rather than trying to ‘get it’ right before an exam. Remember, on exams students will be required to perform all work (e.g., problem setup, solution generation, and answer presentation) on their own.

The exam dates are:

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| --- | --- | --- |
| Midterm | Wednesday | February 10 |
| Final exam | Wednesday | March 2 |

Quizzes and the Midterm normally will be returned and discussed in the next class session, and no more than one week after they have been given. After each test is returned there is a one-week reflection period during which students can contest a score by delivering a written explanation to the instructor. After this time, such scores and grades cannot be contested. All other score are final once given. Final exams are retained for a year, and then recycled.

As noted above, there are 2 quizzes in this class. They will be given a week before each exam, during the last 30 minutes of that class session, and reviewed in the following class session. The idea is to provide feedback to help students focus on what needs to be worked on the most prior to an exam.

No make-up quizzes will be offered. Instead, the lower score on the two quizzes will be dropped.

The Leventhal School of Accounting policy is that exams should not be missed unless there is a very serious emergency AND it can be properly documented. Also, to the extent possible, students must inform the instructor of the emergency prior to the exam.

(It is understood this is not always possible). If a student misses a quiz or exam for something other than a serious emergency and/or the student cannot provide documentation, the student will receive a zero grade on that quiz or exam.

However, if there is a serious emergency, the student provides proper documentation and (when possible) have notified the instructor before the midterm, a substitute grade will be calculated based on the raw score on the final exam.

The final exam must be taken at the scheduled time unless an incomplete contract has previously been approved according to Leventhal School of Accounting guidelines.

*In-class Exercises*

At various points during the semester, unannounced exercises will be introduced to provide students with examples of kind of material they might expect to see on exams. These exercises can be completed by groups of up to four members.

*Team Assignment*

Teams of about 4-6 students will be selected on a systematic random basis by the instructor. Each team will be assigned a publicly traded firm to analyze. Details will be handed out during the semester, but, basically, teams will 1) acquire information about the firm, 2) develop a model for the company’s cost structure, and 3) present their findings in a 5-10 (double-spaced) page paper.

**MARSHALL GUIDELINES**

**Learning Goals**

In this class, emphasis will be placed on the USC Marshall School of Business learning goals as follows:

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| --- | --- | --- |
| **Goal** | **Description** | **Course Emphasis** |
| 1 | Our graduates will understand types of markets and key business areas and their interaction *to effectively manage different types of enterprises* | Medium |
| 2 | Our graduates will develop a global business perspective. They will understand how local, regional, and international markets, and economic, social and cultural issues impact business decisions *so as to anticipate new opportunities in any marketplace* | Low |
| 3 | Our graduates will demonstrate critical thinking skills *so as to become future-oriented decision makers, problem solvers and innovators* | Medium |
| 4 | Our graduates will develop people and leadership skills to promote their effectiveness *as business managers and leaders* | Low |
| 5 | Our graduates will demonstrate ethical reasoning skills, understand social, civic, and professional responsibilities *and aspire to add value to society* | Low |
| 6 | Our graduates will be effective communicators *to facilitate information flow in organizational, social, and intercultural contexts* | Low |

**Add / Drop Process**Students may add the class as space becomes available via Web Registration through the registration deadline.

Note that the last day to add or drop without a “W” is Tuesday, January 19. Please note that if you drop after January 19th your transcripts will show a W for the class, and that the last day to drop with a "W" is Tuesday, February 16.

**Retention of Graded Coursework**

Graded work that has not been returned will be retained for one year after the end of the semester. Any other materials not picked up by the end of the semester will be recycled after final grades have been submitted.

**Technology Policy**

Laptop and Internet usage is not permitted during academic or professional sessions unless otherwise stated by the professor. Use of other personal communication devices, such as cell phones, is considered unprofessional and is not permitted during academic or professional sessions. Upon request, all electronic devices in your possession (e.g., cell / smart phones, tablets, laptops, etc.) must be completely turned off and / or put face down on the desk in front of you.

In addition, at certain times (i.e., during exams), you might also be asked to deposit your devices in a designated area in the classroom. Video recording of faculty lectures is not permitted due to copyright infringement regulations. Audio recording is only permitted if approved in advance by the professor. Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class.

**Recordings**

No student may record any lecture, class discussion or meeting with the professor without the professor’s prior express written permission. The word “record” or the act of recording includes, but is not limited to, any and all means by which sound or visual images can be stored, duplicated or retransmitted whether by an electro-mechanical, analog, digital, wire, electronic or other device or any other means of signal encoding. The professor reserves all rights, including copyright, to lectures, course syllabi and related materials, including summaries, PowerPoints, prior exams, answer keys, and all supplementary course materials available to the students enrolled in this class whether posted on Blackboard or otherwise. They may not be reproduced, distributed, copied, or disseminated in any media or in any form, including but not limited to all course note-sharing websites. Exceptions are made for students who have made prior arrangements with DSP and the professor.

**Statement for Students with Disabilities**

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to the professor as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m. – 5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. For more information visit [www.usc.edu/disability](http://www.usc.edu/disability).

**Statement on Academic Conduct and Support Systems**

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one’s own academic work from misuse by others as well as to avoid using another’s work as one’s own. All students are expected to understand and abide by these principles. *SCampus*, the Student Guidebook, ([www.usc.edu/scampus](http://www.usc.edu/scampus) or <http://scampus.usc.edu>) contains the University Student Conduct Code (see University Governance, Section 11.00), while the recommended sanctions are located in Appendix A.

Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at: <http://www.usc.edu/student-affairs/SJACS/>. Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

**Academic Conduct**

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Section 11, Behavior Violating University Standards (<https://scampus.usc.edu/1100-behavior-violating-university-standards-and-appropriate-sanctions/>). Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct (<http://policy.usc.edu/scientific-misconduct/>).

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the Office of Equity and Diversity (<http://equity.usc.edu/>) or to the Department of Public Safety (<http://capsnet.usc.edu/department/department-public-safety/online-forms/contact-us>). This is important for the safety whole USC community. Another member of the university community – such as a friend, classmate, advisor, or faculty member – can help initiate the report, or can initiate the report on behalf of another person. The Center for Women and Men (<http://www.usc.edu/student-affairs/cwm/>) provides 24/7 confidential support, and the sexual assault resource center webpage ([sarc@usc.edu](mailto:sarc@usc.edu)) describes reporting options and other resources.

**Support Systems**

A number of USC’s schools provide support for students who need help with scholarly writing. Check with your advisor or program staff to find out more. Students whose primary language is not English should check with the American Language Institute (<http://dornsife.usc.edu/ali>), which sponsors courses and workshops specifically for international graduate students. The Office of Disability Services and Programs (<http://sait.usc.edu/academicsupport/centerprograms/dsp/home_index.html>) provides certification for students with disabilities and helps arrange the relevant accommodations

**Emergency Preparedness / Course Continuity**

If an officially declared emergency makes travel to campus infeasible, USC Emergency Information (<http://emergency.usc.edu/>) will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology. USC's Blackboard learning management system and support information is available at [blackboard.usc.edu](http://blackboard.usc.edu/).

For additional information, you may use any of the following:

**USC Emergency – (213) 740-4321**

**USC Emergency Information – (213) 740-9233**

**USC Information – (213) 740-2311**

**KUSC Radio – 91.5 FM**

**Schedule of Class Sessions**

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| Session | Date | Topic | Reading to be done to prepare for session | Problems to be done to prepare for session |
| **Management Accounting** | | | | |
| 1 | 1/11 | Financial Analysis: The Big Picture | CH 13 | E13-2, P13-5A, BYP13-7 |
| 2 | 1/13 | Job-Order Costing | CH 15 | E15-5, E15-12, P15-1A, P15-3A |
|  | 1/18 | **Holiday** |  |  |
| 3 | 1/20 | Activity-Based Costing | CH 17 | *Do it!*17-2,  E17-4, E17-6 |
| 4 | 1/25 | Activity-Based Costing |  | P17-3A, P17-4A |
| 5 | 1/27 | Incremental Analysis | CH 20 | E20-4, E20-6, E20-10, P20-1A |
| 6 | 2/1 | Incremental Analysis  **Quiz #1 (Ch. 13, 15, & 17)** |  | P20-2A, P20-5A |
| 7 | 2/3 | **Review of Quiz #1**  Budgetary Planning | CH 21 | E21-3, E21-6, E21-9,  E21-18 |
| 8 | 2/8 | Budgetary Control and Responsibility Accounting | CH 22 | E22-3, E22-4, E22-8,  E22-10 |
| **9** | **2/10** | **Exam I (Ch. 13, 15, & 17)** |  |  |
|  | 2/15 | **Holiday** |  |  |
| 10 | 2/17 | Budgetary Control and Responsibility Accounting | CH 22 | E22-16, E22-17,  E22-20, P22-5A |
| 11 | 2/22 | Standard Costs and Balanced Scorecard  **Quiz #2 (Ch. 20, 21, & 22)** | CH 23 | E23-2, E23-5 |
| 12 | 2/24 | **Review of Quiz #2**  Standard Costs and Balanced Scorecard |  | E23-6, E23-10  P23-1A, P23-5A |
| 13 | 2/29 | **Team Projects Due**  **Review** |  |  |
| **Final** | **3/2** | **Final Exam** **(Ch. 20, 21, 22, & 23)** |  | |
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The Leventhal School of Accounting adheres strictly to the grading standards of the University and the School of Business Administration. Additionally, the Leventhal School of Accounting has supplemented those standards with certain others. For students' convenience, and to prevent misunderstanding, these additional standards are summarized below.

**GRADING STANDARDS**

The following grades are used: A - excellent; B - good; C - fair; D - minimum passing; F failure. The grade of F is awarded for failing work at the end of the semester. The assignment of minuses and pluses when earned is required.

The grade of W (Withdraw) is assigned if the student officially withdraws after the third week but before the end of the twelfth week of the semester. No withdrawals will be permitted after the end of the twelfth week except by student petition to the University's Committee on Academic Policies and Procedures.

Students may elect to audit courses during the first three weeks of the semester. A course taken for audit (V) will be assessed at the current tuition rate. A course taken for audit (V) will not receive credit and will not appear on the USC transcript or grade report. Under no circumstances will the University allow a change in the registration status of a course from letter grade or credit to audit (V) or vice versa after the third week of a given semester.

The grade of IN (Incomplete, i.e., work not completed because of documented illness or some other emergency occurring after the twelfth week of the semester) is reserved for those highly unusual cases where, due to circumstances judged fit by the Dean of the Leventhal School of Accounting, the student is unable to complete a specified single item of the course requirements by the time final grades are submitted.

IN grades can be removed only by the student completing the missing requirements of the course to the satisfaction of the instructor.

Marks of IN in courses numbered below 500 must be removed by the end of the semester following the one in which the mark of IN was assigned. If not removed within the specified time limit, marks of IN automatically become marks of IX (expired incomplete), with the exception of thesis and dissertation, and compute in the GPA as an F. A student may remove the IN only by completing the work not finished as a result of illness or emergency. It is not possible to remove an incomplete by re-registering for the course. Previously graded work may not be repeated for credit.

**G.P.A. PREREQUISITES FOR UNDERGRADUATE ACCOUNTING COURSES**

The following are grade point average prerequisites for any undergraduate student enrolled in any accounting course. Individual instructors may not waive these standards: (1) an average grade of B or better in BUAD 285ab or BUAD 286ab with neither grade lower than a B-; or (2) if applicable, transfer students are required to meet an average grade of B in the two transferred accounting courses and BUAD 305x (with neither grade lower than a B-).

In meeting the B (3.0) average required for admission to the Leventhal School of Accounting, only one of the courses may be repeated. If the repeated course grade is higher, that grade will be considered in determining whether the student meets the B average for admission, and the original course grade will be disregarded by the Leventhal School. See Repeated Course Work at USC, USC Catalogue, for further restrictions on including grades in repeated classes in the overall grade point average computation.

In computing grade point average prerequisites, BUAD 285ab or BUAD 286ab, BUAD 302T and BUAD 305x will be considered accounting courses.

Grades in accounting courses taken at other institutions will not be included in the computation of the cumulative accounting grade point average. Exception: transfer students taking BUAD 305x and seeking admission to the School of Accounting.

When a student's cumulative accounting grade point average falls below 2.7, the student is placed on probation. If a student on probation does not regain a minimum accounting cumulative GPA of 2.7 after completing the next 12 semester hours in all courses (including accounting courses) attempted within the University, that student will not be permitted to continue as an accounting major in the Leventhal School of Accounting. Exceptions to this policy may be granted only in unusual circumstances by the Academic Standards Committee of the Leventhal School of Accounting. Decisions of the Academic Standards Committee are final.

To be removed from probationary status, a student may elect either to take another accounting course or courses for which prerequisites are met or to repeat an accounting course or courses in an attempt to earn a higher grade. Regardless of the course of action taken, all courses completed will be counted in computing the cumulative accounting grade point average.

The grade of "W" in an accounting course taken while a student is on probation will not extend probation. The probation period ends at the end of that semester during which the student completes a cumulative total of 12 semester hours of courses in any subject(s) at the university. Under no conditions will the student be permitted more than two successive semesters, including the summer semester, to complete the 12 semester hours of courses.

Students must attain a minimum 2.7 cumulative accounting grade point average to graduate with a Bachelor of Science in Accounting degree. **OTHER ACADEMIC STANDARDS**

1. The ability of students to write clearly and concisely is a necessary prerequisite to success in accounting work. Accordingly, students will be required to demonstrate writing capability in all accounting courses. This may be accomplished primarily through the inclusion of essay-type questions on course examinations.
2. No unregistered students are permitted to attend accounting classes regularly.

**Important Dates for Spring 2016**

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| First Day of Class **(Regular Session and Session 431)** | Monday, January 11 |
| Accounting Orientation – ACCT 370 lab time | Friday, January 15 **(10am)** |
| Martin Luther King Jr. Birthday, University Holiday | Monday, January 18 |
| Last Day to Add or Drop without a "W" **(1st Half Session 431)** | Tuesday , January 19 |
| USC Career Fest | Monday, January 25 - Friday, January 29 |
| Last Day to Add or Drop without a "W" **(Regular Session)** | Friday, January 29 |
| Last Day to change P/NP to letter grade **(1st Half Session 431)** | Tuesday, February 2 |
| USC Career Day | Thursday, February 4 |
| Resumes for Spring Resume Book Due | Friday, February 5 **(8am)** |
| Leventhal Scholarship Applications Due | Monday, February 8 |
| Summer Leadership Programs, Information Session Panel | Friday, February 12 **(Noon)** |
| President’s Day, University Holiday | Monday, February 15 |
| Last Day to Drop with “W” **(1st Half Session 431)** | Tuesday, February 16 |
| Meet the Firms – Galen Center (Accounting Society) | Thursday, February 18 **(6-9pm)** |
| Last Day to change P/NP to letter grade **(Regular Session)** | Friday, February 26 |
| Final Examinations **(1st Half Session 431)** | Monday, February 29 - Friday, March 4 |
| First Day of Class **(2nd Half Session 442)** | Monday, March 7 |
| Spring Break | Monday, March 14 - Friday, March 18 |
| Last Day to Add or Drop without a "W" **(2nd Half Session 442)** | Tuesday, March 15 |
| Last Day to change P/NP to letter grade **(2nd Half Session 442)** | Wednesday, March 30 |
| Last Day to Drop with a "W" **(Regular Session)** | Friday, April 8 |
| Last Day to Drop with “W” **(2nd Half Session 442)** | Monday, April 18 |
| LSOA Annual Scholarship Dinner | Thursday, April 21 |
| Final Examinations **(Regular Session and Session 442)** | Wednesday, May 4 - Wednesday, May 11 |
| Commencement | Friday, May 13 |