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|  | **BUAD 281 – Introduction to Managerial Accounting** | |
| **Course Syllabus**  **Fall Semester 2017**  **Section – 14521R; 14523; Location – JFF LL102**  **Class Sessions – Tuesday/Thursday 8:00-9:20AM**  **Tuesday/Thursday 9:30-10:50AM** |
| **Professor: Zivia Wilson Sweeney, CPA** |
| **Office: ACC 119** |
| **Office Phone: 213 740-2705**  **E-mail:** [**wilsonsw@marshall.usc.edu**](mailto:wilsonsw@marshall.usc.edu)  **Office Hours: 2:30 pm-4 pm**  ***Final Exam: Friday December 8, 2017 8 am-10 am*** |
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**Course Description**

This is an introduction to accounting II course for undergraduate students whose majors require: understanding the impacts management choices have on organizations; knowledge of basic management accounting tools, techniques and best practices; and the ability to leverage the variety of information the accounting discipline provides managers and organizational decision makers. The primary focus of the course is the development, presentation and understanding of accounting information useful to a variety of stakeholders when analyzing results and supporting decisions related to: business operations, product costing and overhead application, sales volume and organizational profits, budgeting and planning, organizational / management performance, and transfer pricing.

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

* Demonstrate an understanding of the key principles and assumptions used by accountants when providing information to management and other stakeholders by answering questions and solving problems. *(Marshall Learning Goal 1.1)*
* Analyze the manufacturing cost flows of an organization and their impact on profitability by producing a schedule of cost of goods manufactured and sold. *(Marshall Learning Goal 1.2)*
* Analyze the cost, volume and profit relationships of an organization by calculating the contribution margin, breakeven point and target profits given a variety of business scenarios. *(Marshall Learning Goal 3.1, 3.2, 3.3)*
* 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 public company. *(Marshall Learning Goal 1.4, 3.5)*

To achieve these learning objectives, a combination of background reading, interactive discussion / lecture and practice problems will be utilized. Please note, the most important word in the sentence above is “interactive.” The reason is that research on learning indicates it is very difficult to gain anything more than a superficial understanding of material without practice and feedback. Therefore, you should expect our class sessions to incorporate a substantial amount of both.

To demonstrate you achievement of the learning objectives stated above: 1) you will be required to demonstrate your knowledge by individually working problems during quizzes and exams; and 2) you may be asked to complete in class group assignments on an ad hoc basis at the professor’s discretion.

**Required Materials**

Listed below are the required books for the semester.

* Garrison, R.H., Noreen, E.W., Brewer, P.C., (2014). *Managerial Accounting, 15th Ed*. New York: McGraw-Hill Higher Education (978-0-07-802563-1) )-**do not purchase the code for the textbook as it is not required**

AND

* BUAD 281 Course Reader                                                 Zivia Sweeney

The course reader was developed in plain English to explain the key concepts of the textbook and contains summary lecture notes as well as other material which may not be covered in the textbook. I will conduct several lectures from the information included in the course reader. Course readers are only available at the book store.

**NOTICE:** All students are expected to have these materials by the end of the first week of class.

All books can be purchased from the bookstore or online except the course reader. However, if you choose to purchase the books online, please be aware that you are responsible for making alternative arrangements for completing all readings and advance preparation until the books arrive.

I strongly discourage students from utilizing the e-versions of these texts based upon difficulties my students experienced previous semesters with these type textbooks. Additionally, laptops are not permitted in class. Therefore students with e-versions will not be able to fully participate in class as I go over problems from the book. You may also want to get the loose leaf version of the book as you will need to bring your books to class each session.

**Prerequisites and Recommended Preparation**

Although there are no formal prerequisites for this course, regularly reading a general business periodical or newspaper’s financial section will aid in your business education. The Wall Street Journal can be purchased at a discounted student rate at [www.wsjstudent.com](http://www.wsjstudent.com).

In addition, you will find it helpful to bring a calculator to class to work discussion problems and in class assignments. For exams, only school provided calculators will be allowed.

**Course Notes**

Distributed materials and other class information will be available through your Blackboard account. Blackboard will be the primary form of communication to students by your professor.

**The following are the “golden rules” of the class.**

* The only stupid or dumb question is the one that is not asked.
* Remember the most important golden rule: treat others as you would expect to be treated. Courtesy and respect in the classroom are not “suggestions”. It is mandated.
* You do not have to have Einstein credentials to understand accounting. All that is required is a willingness to learn and a basic understanding of math – addition, subtraction, multiplication, division, decimals and percentages. Calculus is not required.
* All students start with an “A” in this class. Whether they keep this grade is up to the individual.
* We are all in this together. No one should feel isolated.
* It is ok and acceptable to have fun and enjoy accounting.

**Contact with the IAs/TAs**: As my former students, my IAs all have important insights to help students through the course. IAs are provided as a courtesy to students. Students are required to treat IAs/TAs with respect and professionalism at all times during the course.***Inappropriate or unprofessional conduct towards the IAs/YAs will have a negative impact on a student’s Golden P and/or Professor Points.***

**Teamwork:**You are expected to work with your team. As is the case in the real world, you do not get to choose coworkers. Team disputes are expected be resolved internally. However, students who fail to fully participate with their assigned teams may be requested by their team to be removed from a team for failure to participate.  If the professor grants this request, the student will have to do the elements of the various team assignments under the following circumstances.

* The team papers will have to be done by the student for 50% credit
* The company project will have to be done individually on a company of the professor’s choosing by the posted deadline

The student removed from his or her team will lose the following points:

* 20 professor points
* ***Golden Ps:*** All Golden P awarded points as they are awarded at the discretion of the professor.

**Grading Policies**

Your performance will be evaluated based on graded assignments, individual participation and examinations as shown below:

Team assignments and other graded course elements 300 points

Super Quiz 50 points

Midterm examinations (200 points each) 400 points

Final examination 250 points

Total available 1,000 points

**Team assignments and other graded course elements.** Graded assignments involve technical skills, critical thinking/analysis and reasoning abilities. Therefore, grading includes both objective and subjective components.

These elements are varied, but in total account for 300 course points.

The 300 points are distributed as follows:

SEC Analysis (Team Assignment) 160 points

Homework check (1) 30 points

Excel labs 50 points

Ethics paper 40 points

Other course elements (professor points) 20 points

Total 300 points

***Team assignments***: This semester there will be two graded team assignments: the ethics paper and the SEC paper. The SEC Analysis Team Assignment will involve preparation of a lengthy written report. Your instructor will provide specific, detailed requirements for this assignment.

***Peer evaluations****:* Employers value students with an ability to work positively within a team environment. To encourage you to consciously work on enhancing your teamwork abilities, this course includes a peer evaluation of your contributions to the SEC Analysis and ethics paper by all other team members. A peer evaluation will be solicited asking each team member to evaluate the contribution of other team members. Specific details will be provided as appropriate prior to class presentations.

***Homework****:* One homework check will be performed and graded during the semester. This homework check is worth 30 points.

***Professor points:***

Professor awarded points must be earned and are not automatically given to any student.  To earn these points, a student must:

* Regularly attend class,
* Participate in class discussions,
* Attend office hours,
* Attend tutoring sessions with TAs when required,
* Act professionally at all times in class and when interacting with the professor, peers, TAs, and professional guests in class and
* Behave in accordance with the USC student code of conduct.

***Extra credit:*** Golden Protégé points (Golden Ps) will be awarded to and/or earned by students throughout the semester. Golden Ps are earned in increments of 5 points each. The maximum number that can be earned by students is 60 points. There are no other extra credit opportunities.

**As your professor, I reserve the right to negate Golden P awards for violations of student code of conduct and failure to appropriately participate with your teams.**

***Teamwork:*** You are expected to work with you team. As is the case in the real world, you do not get to choose coworkers. Team disputes are expected be resolved internally. However, students who fail to fully participate with their assigned teams may be requested by their team to be removed from a team for failure to participate.  If the professor grants this request, the student will have to do the elements of the team assignment under the following circumstances.

* The SEC project will have to be done individually on a company of the professor’s choosing by the posted deadline

The student removed from his or her team will lose the following points:

* 25 points forfeited for team participation
* 20 professor points
* ***Golden Ps:*** All Golden P awarded points as they are awarded at the discretion of the professor.

After each graded assignment is returned, you will have one week to challenge your grade in writing. After this time, grades become final. Letter grades for the course are based on your course performance and will be assigned on a curve consistent with the Marshall School of Business grading guidelines.

Final grades represent how you perform in the class relative to other students. Your grade will not be based on a mandated target, but on your performance. Two items are considered when assigning final grades:

1. Student score for each of the items above/your overall score for the course.
2. Student ranking among all students in the course(s) taught by your instructor during the current semester. Although final grades will be assigned by class, your total points will be reviewed in light of all students to ensure fairness.

The grade of “W” is allowed only if a student withdraws after the third week but before the end of the twelfth week of 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 12th week of the semester (or the twelfth week equivalent for courses scheduled for less than 15 weeks) 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. Prior to the 12th week, the student still has the option of dropping the class. 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**

Expectations regarding your performance on exams, quizzes, in-class exercises and the team project are as follows:

***Super Quiz***

One super quiz will be given at the beginning of the semester to ascertain your level of understanding of financial accounting.

***Midterm and Final Examinations*-**These examinations account for an estimated 70% of the course points. The primary content of these exams is from the course reader, textbook, and lectures. The exams will be a mix of true/false, multiple choice, problems, and fill-in components. Details about the format will be announced in class near each exam date.

Preparing for exams involves dedication and ends only when you 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 you did using techniques demonstrated in class. The best bet for success involves a number of steps. First, is making sure you do the advanced preparation for each class session. Second is reworking problems done in class and trying other / additional problems. Third is making sure you ask questions in a real-time manner to solidify your understanding of the material as we go, rather than trying to ‘get it’ right before an exam. Remember, on exams you will be required to perform all work (e.g., problem setup, solution generation, and answer presentation) on your own.

Because of my commitment to providing you with adequate feedback, you should not expect instantaneous grading of your mid-term exam. Grades on your midterm should be available, however, by two weeks after the midterm date. Midterms will not be returned but will be available for review for one week following the issuance of grades. After this time, grades on tests become final. All other grades are final once given.

The final exam will be cumulative covering materials discussed throughout the semester. Final exams, which must be graded quickly due to the need to report grades to the University, are not returned to students. Should you have any questions about your final exam grade, request an appointment with your instructor to review your exam in the first month of the following semester.

All students must take the final exam at the scheduled time unless an incomplete contract has previously been approved according to Leventhal School of Accounting guidelines. A conflict with your travel plans is not sufficient reason for an incomplete or a request to take an exam at another time.

After each graded assignment is returned, you will have one week to challenge your grade in writing. After this time, grades become final. Letter grades for the course are based on your course performance and will be assigned on a curve consistent with the Marshall School of Business grading guidelines.

The exam dates for this Fall are as follows:

Super Quiz Thursday August 31st

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| Midterm I | Thursday | September 21st |
| Midterm II | Thursday | October 26th |
| Final exam | Tuesday | December 8th (8–10:00 AM) |

The Leventhal School of Accounting policy is exams should not be missed unless there is a very serious emergency AND it can be properly documented. Also, to the extent possible, you must inform the instructor of the emergency prior to the exam (it is understood this is not always possible). If you miss an exam for something other than a serious emergency and / or you cannot provide documentation, you will receive a zero grade for the exam. If there is a serious emergency, you can provide proper documentation and (when possible) have notified me before the exam, a substitute grade will be calculated based on the normalized average of your remaining future exams.

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.

**Excel Labs**

There are 3 Excel lab sessions scheduled for this semester in Bovard Auditorium. The dates for the lab sessions are as follows:

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| **Lab I** | **Friday** | **September 15th (8:00 AM – 9:45 AM)** |
| **Lab II** | **Friday** | **October 6th (8:00 AM – 9:45 AM)** |
| **Lab III** | **Friday** | **November 17th (8:00 AM – 9:45 AM)** |

Attendance and participation is **mandatory**. You must bring a laptop with Microsoft Excel installed on it to each lab session. If you do not have a laptop with Microsoft Excel, please speak with your instructor at least a week before the first lab date.

**In-class Exercises**

At various points during the semester, exercises will be reviewed to provide students with examples of kind of material they should expect to see on exams. The solutions will posted on Blackboard as well.

**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.

**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 have an understanding of the key business areas and their reciprocity *to effectively manage different types of modern enterprise.* | Medium |
| 2 | Our graduates will have a global mindset *demonstrating an understanding of the interplay of local, regional, and international markets, and economic, social and cultural issues.* | Low |
| 3 | Our graduates will demonstrate critical thinking skills, decision-making, and problem-solving abilities *to strategically navigate complex demands of business environments*. | Medium |
| 4 | Our graduates will demonstrate leadership skills *aspiring to be informed, sensible, future-oriented leaders and innovators.* | 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 in speaking and writing *to facilitate information flow in organizational, social, and intercultural contexts.* | Low |

**Add / Drop Process**Students may drop via Web Registration at any time prior to Friday, October 6th. Please note that if you drop after November 10th your transcripts will show a W for the class. Students may add the class as space becomes available via Web Registration through Friday, September 8th.

Dates to Remember:

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| Last day to add classes or drop without a "W" | Friday – September 8th |
| Last day to change enrollment from P/NP to Letter Grade | Friday – October 6th |
| Last day to drop with "W" | Friday – November 10th |

**Retention of Graded Coursework**

Graded work that has not been returned to you 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 discarded after final grades have been submitted.

**Changes to Syllabus**

Please note that I reserve the right to make changes to this syllabus at any time during the semester if in my opinion circumstances warrant modifications. All such changes will be communicated to students on a timely basis.

**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. Please see notice of Copyright below.

**Retention of Graded Coursework**

Graded work that has not been returned to you 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 discarded after final grades have been submitted.

**Copyright and No Recording Notice**.

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**

The Office of Disability Services and Programs ([www.usc.edu/disability](http://www.usc.edu/disability)) provides certification for students with disabilities and helps arrange the relevant accommodations.  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 me (or to your TA) as early in the semester as possible. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. Email: ability@usc.edu.

**Statement on Academic Conduct**

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**

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| **DATE** | | **TOPIC** | **CHAPTER #** | **TESTS, ETC** | **IN CLASS EXERCISES \*\*** | **HOMEWORK \*\*** |
| **TUE** | **22-Aug** | COURSE INTRODUCTIONS /MANAGERIAL ACCOUNTING – AN OVERVIEW | **CHAPTER 1** |  | E1-9, E1-11,  E2-1 |  |
| **THUR** | **24-Aug** | MANAGERIAL ACCOUNTING AND COST CONCEPTS (NOT INCLUDING COST BEHAVIOR) | **CHAPTER 2** |  | E2-1, E2-2,  E2-3, E2-7 | E2-13, E2-14 |
| **TUE** | **29-Aug** | JOB-ORDER COSTING | **CHAPTER 3** |  | E3-3, E3-5 | E3-6, E3-7,  P3-15 |
| **THUR** | **31-Aug** | ACTIVITY-BASED COSTING+ SUPER QUIZ | **CHAPTER 7** | **SUPER QUIZ TEAMS FINALIZED** |  | E7-2, E7-3,  E7-4 |
| **TUE** | **5-Sep** | COST BEHAVIOR/COST-VOLUME-PROFIT RELATIONSHIPS | **CHAPTER 2 (PG 33-42), 5** |  | E5-5, E5-6,  E5-7, | P5-21 |
| **THUR** | **7-Sep** | **FIRM DAY TEAM COMPANIES FINALIZED** | | | | |
| **TUE** | **12-Sep** | COST-VOLUME-PROFIT RELATIONSHIPS | **CHAPTER 5** |  |  |  |
| **THUR** | **14-Sep** | GUEST SPEAKER + COST-VOLUME-PROFIT RELATIONSHIPS | **CHAPTER 5** |  |  |  |
| **TUE** | **19-Sep** | VARIABLE VS. ABSORPTION COSTING/SEGMENT REPORTING | **CHAPTER 6** |  |  | E6-3, E6-14, E6-15, E6-9, E6-10, E6-11, E6-12 |
| **THUR** | **21-Sep** | **MIDTERM 1** | | | | |
| **TUE** | **26-Sep** | VARIABLE VS. ABSORPTION COSTING/SEGMENT REPORTING | **CHAPTER 6** |  | E6-3, E6-4 | E6-14, E6-15, P6-18 |
| **THUR** | **28-Sep** | DIFFERNTIAL ANALYSIS | **CHAPTER 12** |  | E12-2, E12-4 | E12-10, E12-12, |
| **TUE** | **3-Oct** | BUSINESS LAW TUTORIAL; SPECIALIZED INDUSTRIES; REGULATORY ISSUES | **CHAPTER 12** |  |  | E12-13 |
| **THUR** | **5-Oct** | PERFORMANCE MEASUREMENT IN DECENTRALIZED ORGANIZATIONS (RESIDUAL INCOME) | **CHAPTER 11** |  | E11-1, E11-2, E11-5 | E11-6, E11-12 |
| **TUE** | **10-Oct** | PERFORMANCE MEASUREMENT IN DECENTRALIZED ORGANIZATIONS (RESIDUAL INCOME) | **CHAPTER 11** |  |  | P11-14, P11-15 |
| **THUR** | **12-Oct** | MASTER BUDGETING | **CHAPTER 8** |  | E8-7, E8-13, E8-14 | E8-16, E8-17 |
| **TUE** | **17-Oct** | **ETHICS PANEL** | | | | |
| **THUR** | **19-Oct** | **TEAM DAY** | | | | |
| **TUE** | **24-Oct** | MASTER BUDGETING | **CHAPTER 8** | **SEC TEAM PAPER DUE** |  | E8-18 |
| **THUR** | **26-Oct** | **MIDTERM 2** | | | | |
| **TUE** | **31-Oct** | MASTER BUDGETINGL + EXAM REVIEW FLEXIBLE BUDGETS AND PERFORMANCE ANALYSIS | **CHAPTER 8 CHAPTER 9** |  |  | P8-22 |
| **THUR** | **2-Nov** | FLEXIBLE BUDGETS AND PERFORMANCE ANALYSIS | **CHAPTER 9** |  | E9-1, E9-4 | E9-12, P9-20 |
| **TUE** | **7-Nov** | FLEXIBLE BUDGETS AND PERFORMANCE ANALYSIS STANDARD COSTS AND VARIANCES | **CHAPTER 9 CHAPTER 10** | **HOMEWORK CHECK** |  | P9-21 |
| **THUR** | **9-Nov** | STANDARD COSTS AND VARIANCES | **CHAPTER 10** |  | E10-1, E10-4 | E10-7 |
| **TUE** | **14-Nov** | TEAM PRESENTATIONS |  |  |  |  |
| **THUR** | **16-Nov** | TEAM PRESENTATIONS |  | **ACCOUNTING ESSAY DUE** |  |  |
| **TUE** | **21-Nov** | **LABOR DAY GIVE BACK** | | | | |
| **THUR** | **23-Nov** | **THANKSGIVING - NO CLASS** | | | | |
| **TUE** | **28-Nov** | STANDARD COSTS AND VARIANCES | **CHAPTER 10** |  |  | P10-10 P10-16 |
| **THUR** | **30-Nov** | **FINAL REVIEW** | | | | |
| **TUE** | **12-Dec** | **FINAL EXAM** | | | |  |