

## BUAD 281 – INTRODUCTION TO MANAGERIAL ACCOUNTING



Fall 2019 Semester

Meets: Tuesday/Thursday, 8:00 am – 9:20 am - ACC 201

Tuesday/Thursday, 9:30 am – 10:50 am - ACC 201

Professor: George Braunegg

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Office Hours: Tuesday/Thursday, 11:00 am – 12:00 noon

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### Course Description

This is an introduction to managerial accounting 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 and organizational/management performance.

### 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 1a, 1b)
- 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 3a, 3b, 3c, 3d)
- 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 3a, 3c, 1c)
- 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 3a, 3b, 3c)
- 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 1a, 2a, 2b, 2c, 3a, 3b, 3c, 3d)
- 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 2b, 2c, 3a, 3b, 3c)

To achieve these learning objectives, a combination of background reading, interactive discussion, lecture and practice problems will be utilized. Interactive discussion is very important, as 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 your achievement of the learning objectives stated above: 1) you will be required to demonstrate your knowledge by individually working homework problems and exams; and 2) you may be asked to complete in class group assignments, as indicated in the Course Calendar and on an ad hoc basis at the professor's discretion.

### Required Materials

Text Book: Hilton, Ronald W., Platt, David E. Managerial Accounting: Creating Value in a Dynamic Business Environment. Eleventh Edition Mc Graw Hill Education (2017)

You will need access to McGraw Hill's "Connect" technology platform to complete this course which can be purchased through the USC Bookstore. "Connect" will be used to monitor and grade the reading and homework assignments. McGraw Hill's "Connect" technology platform includes an electronic version of the text book.

Information on how to purchase directly from the publisher will be available through Blackboard.

Of course in addition to the electronic book, you may also purchase a hard copy of the text book at the Bookstore or via Amazon or other bookseller if you want a physical text book as well.

### Prerequisites and/or Recommended Preparation:

BUAD 280 Introduction to Financial Accounting

### Course Notes:

This course will utilize both Blackboard for course materials such as Power Point slides and McGraw Hill's Connect technology platform.

### Grading Policies:

Your grade in this class will be determined by your relative performance on exams, quizzes, in-class exercises, and a team project. The total class score will be weighted as follows:

	Possible Points	Percent
Learn Smart	50	5%
Homework	100	10%
Team Semester Project	100	10%
Midterm exam #1	200	20%
Midterm exam #2	250	25%
Final exam	<u>300</u>	<u>30%</u>
Total	<u>1000</u>	<u>100%</u>

Note: Historically, the average grade for this class is about a 3.0 (i.e., a "B"). Three items are considered when assigning final grades:

1. Your score for each of the items above weighted by the appropriate factor and summed.
2. Your overall percentage score for the course.
3. Your ranking among all students in the course(s) taught by your instructor during the current semester.

**McGraw Hill “Connect” LearnSmart Reading Assignments and Homework total points to be earned combined 15% of total:**

Readings and Homework Assignments will consist of questions, exercises and problem solving. These individual reading and homework assignments are to be completed by each student via “Connect”. The readings and homework assignments are listed in the course calendar, which is part of this syllabus. The text book chapters and homework will be found on McGraw Hill “Connect”. You can find the Assignments that are due on Blackboard under Assignments.

The purpose of these assignments is to help the students to focus on key concepts and to demonstrate their individual learning of these concepts. The individual homework assignments will be auto-graded in Connect. You will be able to check your results in Connect.

**Assigned Reading**

- Reading Assignments are listed by class in this syllabus in the table titled “**BAUD 281 FALL 2019 - COURSE CALENDAR**”
- Assigned Reading must be accomplished via the “Learn Smart” portion of Connect and are Due by 8 am on the day noted of the syllabus to receive 100% of points
  - Note: Whatever percentage of the reading you complete by the due date will be multiplied by the assigned points for that reading assignment. For example if you read 50% of an assigned reading by the 8 am deadline that is worth 10 points you will earn 5 points for that Reading Assignment.

**Assigned Homework**

- Homework must be completed via McGraw Hill “Connect”
- Students have 2 attempts to complete each homework problem. The score on the last attempt will be used for grading.
- Assigned Homework is Due by 8 am on the day noted of the syllabus to receive 100% of points for those questions answered correctly.
  - Correct answers submitted after the due date will be reduced by 50% for each day late. For example if you completed the assigned homework 2 days after the de dated, a question answered correctly that was worth 2 points if submitted on time would be worth .5 points.  
**2 points for correct answer x.5 for 1 day late x .5 for 2<sup>nd</sup> day late = .5 points**
- Optional assignments may be posted on Connect. You can do these if you choose but no points will be assigned to these problems.

**Team Semester Project total 10% of the total:**

The team project has three parts and will be explained in class and posted on Blackboard.

**Key Due Dates:**

- Part 1: Friday, September 13<sup>th</sup> by 11:59 PM via Blackboard
- Part 2: Friday, October 4 by 11:59 PM via Blackboard
- Part 3: Tuesday, October 22<sup>nd</sup> by 11:59 PM via Blackboard
- Oral Presentation: Thursday, October 24<sup>th</sup>
- Case section competition: Friday, October 25<sup>th</sup>

**EXAMS total points earned combined 75% of total:**

**Two Midterm Examination: Midterm I (20%) Midterm II (25%) of total points; *The two Midterms are non-cumulative***

- Midterm Examination #1 will be held during your regular class period **September 26<sup>th</sup>**.
- Midterm Examination # 2 will be held during your regular class period **November 14<sup>th</sup>**.

**Final Examination 30% of the total; *This is exam is cumulative!***

- This exam will be held **Wednesday, December 18<sup>th</sup> from 8am-10 am**

**Each Examination is to be completed individually. Collaboration with anyone else is strictly prohibited. Students may not use or refer to the textbook or their notes, or to lecture and other class materials during the exam.**

Each examination may include multiple choice, problem solving, and logic questions. The exam may include materials covered in class lectures, assigned in required readings, and also from discussions presented during the case assignments. If you have a known schedule conflict for any exam, please discuss it with me immediately. Additionally, if an illness or unforeseen emergency arises, you must contact me as soon as possible.

## ADDITIONAL INFORMATION

Other Important Dates for Fall 2019:

**First day of classes:** Monday, August 26, 2019

**Last day to add:** Friday, September 13, 2019

**Last day to drop without a mark of "W" and receive a refund:** Friday, September 13, 2019

**Last day to withdraw without a "W" on transcript or change pass/no pass to letter grade:** Friday, October 11, 2019

**Last day to drop with a mark of "W":** Friday, November 15, 2019

**End of session:** Wednesday, December 18, 2019

### Incomplete Grades

A mark of IN (incomplete) may be assigned when work is not completed because of a documented illness or other "emergency" that occurs after the 12<sup>th</sup> week of the semester (or the twelfth week equivalent for any course that is scheduled for less than 15 weeks).

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 12<sup>th</sup> 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. If an Incomplete is assigned as the student's grade, the instructor is required to fill out an "**Assignment of an Incomplete (IN) and Requirements for Completion**" form which specifies to the student and to the department the work remaining to be done, the procedures for its completion, the grade in the course to date, and the weight to be assigned to work remaining to be done when the final grade is computed. Both the instructor and student must sign the form with a copy of the form filed in the department. Class work to complete the course must be completed within one calendar year from the date the IN was assigned. The IN mark will be converted to an F grade should the course not be completed within the time allowed.

### Students with Disabilities

USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs ([www.usc.edu/disability](http://www.usc.edu/disability)). DSP 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](mailto:ability@usc.edu).

### Emergency Preparedness/Course Continuity

In case of a declared emergency if travel to campus is not feasible, the *USC Emergency Information* web site (<http://emergency.usc.edu/>) will provide safety and other information, including electronic means by which instructors will conduct class using a combination of USC's Blackboard learning management system ([blackboard.usc.edu](http://blackboard.usc.edu)), teleconferencing, and other technologies.

### **Retention of Graded Coursework**

Final exams and all other graded work which affected the course grade will be retained for one year after the end of the course *if* the graded work has not been returned to the student. If I returned a graded paper to you, it is your responsibility to file it.

### **Technology Policy**

Laptop and Internet usage is not permitted during academic or professional sessions unless otherwise stated by the respective professor and/or staff. Use of other personal communication devices during academic or professional sessions is considered unprofessional and is not permitted. ANY e-devices (cell phones, iPads, other texting devices, laptops, I-pods) must be completely turned off during class time. Upon request, you must comply and put your device on the table in off mode and FACE DOWN. You might also be asked to deposit your devices in a designated area in the classroom. Videotaping faculty lectures is not permitted due to copyright infringement regulations. Audiotaping may be permitted if approved by the professor. Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class. Exceptions to this policy may be granted to individual students with appropriate documentation on a case-by-case basis.

### **USC Statement on Academic Conduct and Support Systems**

#### **Academic Conduct:**

Students are expected to make themselves aware of and abide by the University community's standards of behavior as articulated in the [Student Conduct Code](#). 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 Part B, Section 11, "Behavior Violating University Standards" <https://policy.usc.edu/scampus-part-b/>. 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>.

#### **Support Systems**

Counseling and Mental Health - (213) 740-9355 – 24/7 on call  
[studenthealth.usc.edu/counseling](http://studenthealth.usc.edu/counseling)

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

*National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call*  
[suicidepreventionlifeline.org](http://suicidepreventionlifeline.org)

Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention Services (RSVP) - (213) 740-4900 – 24/7 on call  
[engemannshc.usc.edu/rsvp](http://engemannshc.usc.edu/rsvp)

Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

*Office of Equity and Diversity (OED) | Title IX - (213) 740-5086*  
[equity.usc.edu](http://equity.usc.edu), [titleix.usc.edu](http://titleix.usc.edu)

Information about how to get help or help a survivor of harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors,

and applicants. The university prohibits discrimination or harassment based on the following protected characteristics: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations.

Reporting Incidents of Bias or Harassment - (213) 740-5086 or (213) 821-8298  
[usc-advocate.symlicity.com/care\\_report](https://usc-advocate.symlicity.com/care_report)

Avenue to report incidents of bias, hate crimes, and microaggressions for appropriate investigation and response.

*The Office of Disability Services and Programs - (213) 740-0776*  
[dsp.usc.edu](https://dsp.usc.edu)

Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

*USC Support and Advocacy - (213) 821-4710*  
[studentaffairs.usc.edu/ssa](https://studentaffairs.usc.edu/ssa)

Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

*Diversity at USC - (213) 740-2101*  
[diversity.usc.edu](https://diversity.usc.edu)

Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

*USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call*  
[dps.usc.edu](https://dps.usc.edu), [emergency.usc.edu](https://emergency.usc.edu)

Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

*USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call*  
[dps.usc.edu](https://dps.usc.edu)

Non-emergency assistance or information.

**BAUD 281 FALL 2019 - COURSE CALENDAR**

Date Tues	Date Thurs	Date Fri	Topic	Reading (Learn Smart)	Homework Problems & Questions
8/27			The Changing Role of Managerial Accounting	Chapter 1	
	8/29		Basic Cost Concepts	Chapter 2	
9/3			Basic Cost Concepts/ Activity Analysis, Cost Behavior, Cost Elimination	Chapter 2 Chapter 6	2-24, 2-29, 2-30, 2-40, 2-42
	9/5		Activity Analysis, Cost Behavior, Cost Elimination	Chapter 6	6-24, 6-35
9/10			Activity Analysis, Cost Behavior, Cost Elimination/ Cost Volume Profit Analysis	Chapter 6 Chapter 7	6-25, 6-29, 6-34, 6-41, 6-42
	9/12		Cost Volume Profit Analysis	Chapter 7	7-23, 7-24, 7-25, 7-40
		<i>9/13</i>	<i>Optional: Big 4 Firm Career Fair 6-8 pm</i>	<i>USC HO- TEL</i>	<b>PROJECT PART 1 DUE</b>
9/17			Cost Volume Profit Analysis/ Decision Making: Relevant Costs and Behaviors	Chapter 7 Chapter 14	7-29, 7-33, 7-45, 7-51
	9/19		Decision Making: Relevant Costs and Behaviors	Chapter 14	14-35, 14-36, 14-37, 14-46
	<i>9/19</i>		<i>Optional: Mid-Tier Firm Career Fair 6-8 pm</i>	<i>USC HO- TEL</i>	
9/24			Catch up and Review		
	<b>9/26</b>		<b>Midterm 1 – Chapters 2, 6, 7, 14</b>		
		<i>9/27</i>	<i>Optional: Meet the Firms 12-3 pm</i>	<i>Alumni Park</i>	
10/1			Master Budget	Chapter 9	
	10/3		Review Midterm/ Master Budget	Chapter 9	9-21,9-25, 9-26, 9-29, 9-30
		<b>10/4</b>			<b>PROJECT PART 2 DUE</b>
10/8			Product Costing and Cost Accumulation	Chapter 3	
	10/10		Product Costing and Cost Accumulation/ Process Cost	Chapter 3 Chapter 4	3-24, 3-27, 3-28, 3-31 3-33, 3-34,
10/15			Process Costing/Group case work	Chapter 4	3-35, 3-36, 3-43 4-17, 4-18
	<b>10/17</b>		<b>FALL RECESS -NO SCHOOL</b>		
10/22			Activity Based Costing/ Group work	Chapter 5	<b>PROJECT PART 3 DUE</b>
	<b>10/24</b>		<b>PROJECT</b>		

Date Tues	Date Thurs	Date Fri	Topic	Reading (Learn Smart)	Homework Problems & Questions
			<b>PRESENTATIONS</b>		
		<b>10/25</b>	<b>BUAD 281 CASE COMPETITION</b>		
10/29			Activity Based Costing	Chapter 5	5-26, 5-27, 5-46, 5-49
	10/31		Standard Costing and Analysis of Direct Cost	Chapter 10	
11/5			Standard Costing and Analysis of Direct Cost/ Flexible Budgeting and Analysis of Overhead Costs	Chapter 10 Chapter 11	10-22, 10-23, 10-28, 10-30, 10-34
	11/7		Flexible Budgeting and Analysis of Overhead Costs	Chapter 11	10-44, 10-46 11-22 (1-3 only) skip Fixed OH Variance) 11-27, 11-34
11/12			Catch up and Review		
	<b>11/14</b>		<b>Midterm 2 – Chapters 3, 9, 4, 5, 10, 11</b>		
11/19			Investment Centers	Chapter 13	
	11/21		Investment Centers	Chapter 13	13-24, 13-26, 13-29, 13-39, 13-40
11/26			Target Costing and Cost Analysis	Chapter 15	
	<b>11/28</b>		<b>THANKSGIVING BREAK – NO SCHOOL</b>		
12/3			Target Costing and Cost Analysis	Chapter 15	15-40, 15-41
	12/5		Catch-up and Review for Final		
			<b>ALL SECTIONS: 8-10 am Location TBD Chapters 2,6,7,5,10,11,13,15</b>		

## Appendix I



### **Undergraduate Program Learning Goals and Objectives** (last update 12/21/17)

**Learning goal 1: Our graduates will demonstrate critical thinking skills so as to become future-oriented problem solvers, innovators and decision makers in diverse and rapidly changing business environments.**

- Students will demonstrate the ability to anticipate, identify and solve business problems. They will be able to identify and assess central problems, identify and evaluate potential solutions, and translate a chosen solution to an implementation plan that considers future contingencies
- Students will demonstrate the ability to be accurate, clear, expansive (thorough, detailed) and fair-minded in their thinking
- Students will critically analyze concepts, theories and processes by stating them in their own words, understanding key components, identifying assumptions, indicating how they are similar to and different from others and translating them to the real world
- Students will be effective at gathering, storing, and using qualitative and quantitative data and at using analytical tools and frameworks to understand and solve business problems
- Students will understand the concepts of critical thinking, entrepreneurial thinking and creative thinking as drivers of innovative ideas

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**Learning Goal 2: Our graduates will develop people and leadership skills to promote their effectiveness as business managers and leaders in the 21<sup>st</sup> century's evolving work and organizational structures.**

- Students will recognize, understand and analyze the roles, responsibilities and behaviors of effective managers and leaders in diverse business contexts e.g., functionally diverse, culturally diverse, geographically diverse, etc.
- Students will understand factors that contribute to effective teamwork including how to elicit, manage and leverage diverse perspectives and competencies.
- Students will recognize, understand, and analyze the motivations and behaviors of stakeholders inside and outside organizations (e.g., teams, departments, consumers, investors, auditors)

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**Learning Goal 3: Our graduates will be effective communicators to facilitate information flow in organizational, social, and intercultural contexts.**

- Students will identify and assess diverse personal and organizational communication goals and audience information needs
- Students will demonstrate an ability to gather and disseminate information and communicate it clearly, logically, and persuasively in professional contexts
- Students will understand individual and group communications patterns and dynamics in organizations and other professional contexts

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**Learning goal 4: Our graduates will demonstrate ethical reasoning skills, understand social, civic, and professional responsibilities and aspire to add value to society.**

- Students will recognize ethical challenges in business situations and assess appropriate courses of action
- Students will understand professional codes of conduct

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**Learning goal 5: 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.**

- Students will understand that stakeholders, stakeholder interests, business environments (legal, regulatory, competitor) and business practices vary across regions of the world
- Students will understand how local, regional and global markets interact and are impacted by economic, social and cultural factors.

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**Learning goal 6: Our graduates will understand types of markets and key business areas and their interaction to effectively manage different types of enterprises.**

- Students will demonstrate foundational knowledge of core business disciplines, including business analytics and business economics
- Students will understand the interrelationships between functional areas of business so as to develop a general perspective on business management
- Students will apply theories, models, and frameworks to analyze relevant markets (e.g. product, capital, commodity, factor and labor markets)
- Students will be able to use technologies (e.g., spreadsheets, databases, software) relevant to contemporary business practices