

BUAD 281 – INTRODUCTION TO MANAGERIAL ACCOUNTING

Course Syllabus Fall 2019 Semester – 3 units

Location: ACC 303
Class Sessions: Tue, Thu
Professor: Bob Kiddoo
Office: ACC 232D
Office Phone: 213.740.5024
Email: kiddoo@marshall.usc.edu
Office Hours: Tue & Thu: 9 – 10 am; 3:30 – 4 pm; and by appointment

Course Description

This is an introduction to managerial accounting course for undergraduate students whose majors require them to:

- Identify and describe the impacts management choices have on organizations
- Apply basic management accounting tools, techniques and best practices
- Explain the 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 Goals 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 Goals 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 Goals 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 Goals 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 Goals 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 Goals 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

Hilton, Ronald W., Platt, David E. (2017) *Managerial Accounting: Creating Value in a Dynamic Business Environment, Eleventh Edition*. New York, NY McGraw-Hill Education (978-1-259-56956-2)

You will need both text and access to McGraw-Hill LearnSmart and Connect. Information on how to purchase directly from the publisher will be available through Blackboard by clicking on any link in the "Content" folder for the class. This can also be purchased through the USC Bookstore.

Prerequisites and/or Recommended Preparation:

BUAD 280 – Introduction to Financial Accounting

Course Notes:

This course will utilize both Blackboard for course materials such as PowerPoint slides and McGraw-Hill LearnSmart and Connect.

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:

	Points	Weight
Exam I	100	20%
Exam II	100	25%
Final Exam	100	30%
LearnSmart	50	5%
Homework	50	5%
In-class activities	TBD	5%
Team Project	100	10%

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.

Assignments and Grading Detail:

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

Exams (total weight 75%):

The exam dates for this semester are as follows:

Exam I	Thursday	September 26 th	(Non-cumulative, Normal Class Session)
Exam II	Thursday	November 14 th	(Non-cumulative, Normal Class Session)
Final exam	Wednesday	December 18 th	(Cumulative, 8:00 AM – 10:00 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.

Exams may include: multiple-choice questions, short answer / brief essay questions, exercises, and problems. 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.

During the semester, each exam will be returned no more than one week after it has been given. After each test is returned there is a one-week reflection period and then you will have one week to discuss your grade. Be aware any re-consideration process can result in three types of grade adjustments: positive, none, or negative. After this time, grades on tests become final. All other grades are final once given.

USC 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 USC guidelines.

LearnSmart and Homework (total weight 10%):

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. The readings and homework assignments are listed in the course calendar, which is part of this syllabus. The homework will be found on Connect. You can find the LearnSmart Readings that are due under "Content" on Blackboard and 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.

I may also post optional assignments on Connect. You can do these if you chose; no points will be assigned to these problems.

In-class Activities (weight 5%):

At various points during the semester, unannounced exercises will be introduced to provide students with examples of kind of material they should expect to see on exams. These exercises can be completed by ad hoc groups of four members or less using any course materials present (i.e., open book / open notes). Points are earned by students completing the exercise based on the proper application of the techniques covered during class discussion. No make-ups or alternative assignments will be accepted.

Team Project (weight 10%):

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

Key turn-in dates:

Part 1	Friday	September 13 th
Part 2	Friday	October 4 th
Part 3	Tuesday	October 22 nd
Presentation	Thursday	October 24 th
Case section competition	Friday	October 25 th

ADDITIONAL INFORMATION

Add / Drop Process

Most Leventhal classes can be added through the add deadline. If you wish to add an ACCT class, you can make an appointment with a Leventhal counselor to discuss your options. Students who do not attend the first two class sessions (for classes that meet twice per week) or the first class meeting (for classes that meet once per week) may be dropped from the course. There are no formal wait lists for Leventhal undergraduate courses, and professors cannot add students or increase the course capacity.

Dates to Remember:

Last day to add classes or drop with refund	Friday – September 13 th
Last day to drop without “W” or change P/NP to Letter Grade	Friday – October 11 th
Last day to drop with “W”	Friday – November 15 th

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.

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.

Recordings

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 in writing. 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.

To be clear, 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 only for students who have made prior arrangements with DSP and the professor.

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 some-one 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

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

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 and Services (RSVP) – (213) 740-9355(WELL), press “0” after hours – 24/7 on call
studenthealth.usc.edu/sexual-assault

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

Office of Equity and Diversity (OED) – (213) 740-5086 | Title IX – (213) 821-8298

equity.usc.edu, titleix.usc.edu

Information about how to get help or help someone affected by 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. The university also prohibits sexual assault, non-consensual sexual contact, sexual misconduct, intimate partner violence, stalking, malicious dissuasion, retaliation, and violation of interim measures.

Reporting Incidents of Bias or Harassment – (213) 740-5086 or (213) 821-8298

usc-advocate.symplicity.com/care_report

Avenue to report incidents of bias, hate crimes, and microaggressions to the Office of Equity and Diversity | Title IX for appropriate investigation, supportive measures, and response.

The Office of Disability Services and Programs – (213) 740-0776

dsp.usc.edu

Support and accommodations for students with disabilities. Services include assistance in providing readers/note takers/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

uscса.usc.edu

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

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, 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

Non-emergency assistance or information.

Statement for 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). 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 at least 2 weeks in advance of any exam date where accommodation is requested. DSP is located in GFS (Grace Ford Salvatore 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.

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 (<https://blackboard.usc.edu/webapps/login/>), teleconferencing, and other technologies.

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

USC Emergency UPC Phone – (213) 740-4321

Download LiveSafe Mobile Safety App – <https://dps.usc.edu/services/safety-app/>

Sign up for TrojansAlert – <https://member.everbridge.net/index/892807736725448#/login>

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 12th 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 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. 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.

Schedule of Classes and Homework Assignments

Session	Date	Topic	Advanced Reading (LearnSmart)	Homework (Connect)
1	8/27	The Changing Role of Managerial Accounting	Chapter 1	
2	8/29	Basic Cost Concepts	Chapter 2	
3	9/3	Basic Cost Concepts / Activity Analysis, Cost Behavior & Cost Estimation	Chapter 2 Chapter 6	2-24, 2-29, 2-30, 2-40, 2-42
4	9/5	Activity Analysis, Cost Behavior & Cost Estimation	Chapter 6	6-24, 6-35
5	9/10	Activity Analysis, Cost Behavior & Cost Estimation / Cost-Volume-Profit Analysis	Chapter 6 Chapter 7	6-25, 6-29, 6-34, 6-41, 6-42
6	9/12	Cost-Volume-Profit Analysis	Chapter 7	7-23, 7-24, 7-25, 7-40
Fri	9/13			PROJECT PART 1 DUE
7	9/17	Cost-Volume-Profit Analysis / Decision Making: Relevant Costs & Benefits	Chapter 7 Chapter 14	7-29, 7-33, 7-45, 7-51
8	9/19	Decision Making: Relevant Costs & Benefits	Chapter 14	14-35, 14-36, 14-37, 14-46
9	9/24	Catch-up and Review		
10	9/26	Exam 1	Chapters 2,6,7,14	
11	10/1	Financial Planning & Analysis: The Master Budget	Chapter 9	
12	10/3	Financial Planning & Analysis: The Master Budget	Chapter 9	9-21,9-25, 9-26, 9-29, 9-30
Fri	10/4			PROJECT PART 2 DUE
13	10/8	Product Costing & Cost Accumulation	Chapter 3	
14	10/10	Product Costing & Cost Accumulation / Process Costing	Chapter 3 Chapter 4	3-24, 3-27, 3-28, 3-31, 3-33, 3-34
15	10/15	Process Costing / Group case work	Chapter 4	3-35, 3-36, 3-43, 4-17, 4-18
16	10/22	Activity Based Costing / Group work	Chapter 5	PROJECT PART 3 DUE
17	10/24	Team Project Presentations		PROJECT PART 4 DUE
Fri	10/25	Inter-Class Team Project Competition		BUAD 281 CASE COMPETITION
18	10/29	Activity Based Costing	Chapter 5	5-26, 5-27, 5-46, 5-49
19	10/31	Standard Costing & Analysis of Direct Cost	Chapter 10	
20	11/5	Standard Costing & Analysis of Direct Cost / Flexible Budgeting & Analysis of Overhead Costs	Chapter 10 Chapter 11	10-22, 10-23, 10-28, 10-30, 10-34
21	11/7	Flexible Budgeting & Analysis of Overhead Costs	Chapter 11	10-44, 10-46, 11-22 (1-3 only), 11-27, 11-34
22	11/12	Catch-up and Review		
23	11/14	Exam 2	Chapters 3,9,4,5,10,11	
24	11/19	Investment Centers	Chapter 13	
25	11/21	Investment Centers	Chapter 13	13-24, 13-26, 13-29, 13-39, 13-40
26	11/26	Target Costing & Cost Analysis for Pricing	Chapter 15	
27	12/3	Target Costing & Cost Analysis for Pricing	Chapter 15	15-40, 15-41
28	12/5	Catch-up and Review		
Wed	12/18 8-10 am	Final Exam	Chapters 2,6,7,5,10,11,13,15	

Important Dates for Fall 2019

Last Day to Register/Add without Late Fee	Friday, August 23
First Day of Class	Monday, August 26
Labor Day, University Holiday	Monday, September 2
Big 4 Firm Career Day – USC Hotel	Friday, September 13 (6pm – 8pm)
Last Day to Add or Drop without a "W"	Friday, September 13
Mid-Tier Firm Career Fair – USC Hotel	Thursday, September 19 (6pm – 8pm)
President Folt's Inauguration	Friday, September 20
Meet the Firms – Alumni Park	Friday, September 27 (11am – 2pm)
Last Day to change P/NP to letter grade	Friday, October 11
Fall Recess	Thursday, October 17 - Friday, October 18
Last Day to Drop with a "W"	Friday, November 15
Thanksgiving Break	Wednesday, November 27 - Friday, November 29
Last Class Meeting	Friday, December 6
Final Examinations	Wednesday, December 11 - Wednesday, December 18
Winter Recess	Thursday, December 19 - Sunday, January 12

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

Learning Goal 2: Our graduates will develop people and leadership skills to promote their effectiveness as business managers and leaders in the 21st 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)

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

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

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.

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