

THE UNIVERSITY OF WESTERN ONTARIO
THE AUBREY DAN PROGRAM IN MANAGEMENT AND ORGANIZATIONAL
STUDIES
MANAGEMENT AND ORGANIZATIONAL STUDIES 3372
MANAGEMENT ACCOUNTING
COURSE OUTLINE - SEPTEMBER 2009-APRIL 2010

FACULTY

| | | | |
|----------------------|------------------|--------------------|-----------------|
| J. Ambacher | SSC, office 2232 | 661-2111 ext 84924 | jambache@uwo.ca |
| S. Butler | SSC, office 2221 | 661-2111 ext 84515 | sbutler6@uwo.ca |
| M. Copps- Sutherland | SSC, office 2234 | 661-2111 ext 82632 | mcoppsu@uwo.ca |
| B. Dawson | SSC, office 2210 | 661-2111 ext 82293 | bdawson@uwo.ca |
| M. Ferraro | SSC, office 2212 | 661-2111 ext 82667 | mferrar3@uwo.ca |
| R.A. Strickland | SSC, office 2248 | 661-2111 ext 81098 | rstrickl@uwo.ca |

Timetable

| Section | Day | Time | Location | Instructor |
|----------------|---------------------|---------------------------|----------------------|----------------------|
| 001 | Wednesday | 7:00-10:00 | SSC 3108 | R. Strickland |
| 002 | Monday Wednesday | 11:30-12:30 11:30-1:30 | SSC 3014 SSC 3014 | M. Ferraro |
| 003 | Friday | 8:30-11:30 | SSC 3102 | S. Butler |
| 004 | Wednesday | 2:30-5:30 | SSC 3108 | M. Copps- Sutherland |
| 005 | Monday | 2:30-5:30 | SSC 3102 | M. Copps- Sutherland |
| 006 | Tuesday | 3:30-6:30 | UC 204 | B. Dawson |
| 007 | Tuesday | 4:30-7:30 | SSC 3024 | J. Ambacher |
| 008 | Monday Thursday | 1:30-2:30 1:30-3:30 | SSC 3102 SSC 3102 | M. Ferraro |
| 009 | Tuesday Friday | 2:30-3:30 12:30-2:30 | UC 204 SSC 3024 | B. Dawson |
| 010 | Thursday | 7:00-10:00 | SSC 3010 | R. Strickland |

Objectives

The course objective is to teach students to become competent users of accounting data and to fully integrate their understanding of basic transactions, profits, cost behavior, relevant costs and control systems into their analysis of business problems. Regardless of career objectives, all students will have to deal with some form of accounting information in their day-to-day activities. The task of this course is to ensure a thorough understanding of the nature and behavior of costs so that this type of information can be positively incorporated into the decision making framework. Knowledge of a spreadsheet program is beneficial.

Prerequisites: Business 2257 or equivalent financial accounting course—refer to *Western Academic Calendar* for further details.

Textbooks

1. Garrison/Chesley/Carrol/Webb, Managerial Accounting, 8th Canadian edition, McGraw Hill Ryerson, 2009 **ISBN 0070980829**
2. Anthony, Hawkins & Merchant, Accounting; Text and Cases, McGraw Hill Ryerson, **2009 Primus Edition, ISBN 0070686858**
3. Casebook (UWO bookstore)

Evaluation

| | |
|------------------------|------------|
| October Mid-term exam | 15% |
| November Mid-term exam | 25% |
| February Mid-term exam | 25% |
| April Final exam | 25% |
| Participation | <u>10%</u> |
| | 100% |

Examinations

The exam format will vary throughout the course. There will be multiple choice, short answer and case type problems.

*You will be permitted to bring writing materials, a non programmable calculator and **one cheat sheet (8.5 x 11, both sides)** into the exam room for all exams. No other items will be permitted at your desk in the examination room. This includes dictionaries, cell phones, iPods, etc.*

“Students who fail to appear for an examination at the time set in the timetable will not be allowed to write the examination paper thus missed. Students should report this irregularity immediately to the office of their dean or, in cases of evening or Saturday examinations, to the Office of the Registrar. They may, with the approval of the chair of the department concerned, petition their dean for permission to write a Special Examination.” See the current *Western Academic Calendar*

Policy on Special Examinations

Requests for make up exams and other special arrangements will only be considered in extenuating circumstances and ONLY upon recommendation of Academic Counseling or the Dean's office. Please see Academic Counseling before requesting exam accommodation.

Students with exam conflicts or students involved with approved out-of-town university activities during the scheduled mid-term exam may apply in writing **prior** to the exam to the course coordinator for special proctoring privileges to write the mid-term exam.

Notes

1. It is the student's responsibility to submit his or her own original written material in courses in this program. See the current Western Academic Calendar, "Scholastic Offences".
2. For a description of the process to be followed for mark/grade appeals, see your professor
3. The use of personal computers during the examinations will not be permitted.

Add/Drop Deadlines

| | |
|--------------|--|
| September 18 | Last day to ADD a full course |
| November 30 | Last day to DROP a full course without academic penalty |

PARTICIPATION

1. 10% of your final grade will be a result of your contribution to class discussion
2. It is expected that you will arrive on time, and be ready to work when you arrive.
3. You will be evaluated on your participation efforts after each class, taking into consideration both the quality of your participation and the quantity.
4. Quality is more important than quantity.
5. It is not anticipated that we will encounter any problems with poor preparation for class, disruptive behaviour, or frequent lateness or absences, however, should you choose to behave in any of these ways, you will experience a negative impact on your participation mark. It is appreciated when you inform your professor that you will be late, have to leave early, or will be absent from class. You should be advised that frequent absences from class are not tolerated well by your instructor.
6. The main objective of contributing to class discussion is not to be evaluated, but rather to learn, and to assist other members of the class (including the instructor) to learn.
7. The following might assist you in deciding how you will contribute to class:

A- Excellent Contribution

- Consistent contribution to class discussions
- Contributions indicating preparation for class by pre reading and thinking about assigned material and making an initial attempt at assigned problems
- Frequent explanations of difficult points or concepts
- Positive direction demonstrated

➤ B- Good Contribution

- Consistent contribution to class discussions
- Contributions indicating preparation for class by pre reading assigned material
- Often demonstrates capability to explain difficult points or concepts
- Positive direction demonstrated

➤ C- Fair Contribution

- Contributed to class discussions
- Contributions indicated preparation for class
- Positive direction demonstrated

➤ D- Poor Contribution

- Infrequent contribution to class discussions
- Contributions give little indication of preparation for class
- Did not aid in developing positive classroom atmosphere

➤ E-Unsatisfactory Contribution

- Rarely contributed to class discussions
- Gave no indication of preparation for class
- Actively inhibited or impeded the course of class discussion

TENTATIVE ASSIGNMENT SCHEDULECHANGES MAY BE MADE IN CLASS

| Week of | Week | Topic and Assignment | | | | | | | | | | | | | | | | | | | | | |
|---------------------|----------|--|-----------|---------|----------|----------|-----|---------|--------|-----|--------|---------------------|----------|------|--------|----------|------|---------|----------|--------------|------------|----------|--------|
| Sept 14 | 1 | Course Introduction Role of the Management Accountant Management Accounting and Financial Accounting Cost Classification <i>Read: Garrison Chapter 2</i> <i>Problems: P2-26, C2-27</i> | | | | | | | | | | | | | | | | | | | | | |
| Sept 21 | 2 | Cost Behaviour Read: Garrison Chapter 6 and Appendix 6A Note on Regression (Casebook pg 1) <i>Problems P6-18(1 only) P6-19, C6-24 (use Excel, do regression on both sets of data – see Garrison page 253 for instructions)</i> Cost/Volume/Profit Read: Garrison Chapter 7 <i>Problems: P7-19, P7-26, P7-30</i> <i>Missing Data problem (Casebook pg 3)</i> | | | | | | | | | | | | | | | | | | | | | |
| Sept 28 | 3 | Costing Systems, Job, Allocations Read: Garrison Chapter 3, Appendix 4B (pg 152-156) <i>Problems: P3-24(2,3,4 only), P3-31,</i> <i>Cost allocation problem (Casebook pg 4)</i> <i>Garrison C4-32 (use Direct, Step and Reciprocal)</i> | | | | | | | | | | | | | | | | | | | | | |
| Oct 5 | 4 | Process Costing Read Garrison Chapter 4 & Appendix 4A <i>Problems P4-21, P4-22, Case 4-30, Case 4-31</i> Activity Based Costing Read Garrison Chapter 5 <i>Problems: E5-17, P5-24</i> | | | | | | | | | | | | | | | | | | | | | |
| Oct 12 | 5 | <i>Review</i> | | | | | | | | | | | | | | | | | | | | | |
| Oct 12 | | Monday Classes cancelled – Thanksgiving Day | | | | | | | | | | | | | | | | | | | | | |
| Oct 19 | 6 | Exam #1 – Thursday October 22, 6:30-9:00 <table border="1" data-bbox="553 1430 1463 1732"> <thead> <tr> <th>Professor</th> <th>Section</th> <th>Location</th> </tr> </thead> <tbody> <tr> <td>Ambacher</td> <td>007</td> <td>HSB 236</td> </tr> <tr> <td>Butler</td> <td>003</td> <td>HSB 11</td> </tr> <tr> <td>M. Copps-Sutherland</td> <td>004, 005</td> <td>NS 1</td> </tr> <tr> <td>Dawson</td> <td>006, 009</td> <td>NS 1</td> </tr> <tr> <td>Ferraro</td> <td>002, 008</td> <td>HSB 236, 240</td> </tr> <tr> <td>Strickland</td> <td>001, 010</td> <td>HSB 35</td> </tr> </tbody> </table> <p>Note- Wednesday classes cancelled</p> | Professor | Section | Location | Ambacher | 007 | HSB 236 | Butler | 003 | HSB 11 | M. Copps-Sutherland | 004, 005 | NS 1 | Dawson | 006, 009 | NS 1 | Ferraro | 002, 008 | HSB 236, 240 | Strickland | 001, 010 | HSB 35 |
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| Strickland | 001, 010 | HSB 35 | | | | | | | | | | | | | | | | | | | | | |

| Oct 26 | 7 | <p>Joint product Costing Read : Joint Costing Note – (Casebook pg 5) <i>Case: Chem Company (Casebook pg 9)</i></p> <p>Absorption versus Variable Costing Read: Garrison Chapter 8 <i>Problems: P8-18, P8-23</i> <i>Absorption vs. Variable Problem (Casebook pg 10)</i></p> | | | | | | | | | | | | | | | | | | | | | |
|---------------------|----------|---|-----------|---------|----------|----------|-----|----------|--------|-----|---------|---------------------|----------|------|--------|----------|------|---------|----------|--------------------|------------|----------|----------|
| Nov 2 | 8 | <p>Budgeting Read: Garrison Chapter 9 <i>Problems: P9-22,, C9-26 (ignore Q3 & 4)</i></p> | | | | | | | | | | | | | | | | | | | | | |
| Nov 9 | 9 | <p>Variance Analysis- Material, Labour, Overhead Read: Garrison Chapter 10 <i>Problems: P10-25, P10-26, P10-36, C10-44</i> Ignore journal entries <i>Case: Kudarski Company (Casebook pg 11)</i></p> | | | | | | | | | | | | | | | | | | | | | |
| Nov 16 | 10 | <p>Marketing Variances Read: Appendix 11A (pgs 532-536) Framework of Marketing Variances (Casebook pg 12) <i>Problems: E11-11, Carpet Company (Casebook pg 16)</i></p> | | | | | | | | | | | | | | | | | | | | | |
| Nov 23 | 11 | <p>Review <i>Problem: IOTA (Casebook pg 18)</i></p> | | | | | | | | | | | | | | | | | | | | | |
| Nov 30 | 12 | <p>Exam #2 – Wednesday, December 2, 6:30-9:30</p> <table border="1"> <thead> <tr> <th>Professor</th> <th>Section</th> <th>Location</th> </tr> </thead> <tbody> <tr> <td>Ambacher</td> <td>007</td> <td>EC 2168A</td> </tr> <tr> <td>Butler</td> <td>003</td> <td>EC 2155</td> </tr> <tr> <td>M. Copps-Sutherland</td> <td>004, 005</td> <td>NS 1</td> </tr> <tr> <td>Dawson</td> <td>006, 009</td> <td>NS 1</td> </tr> <tr> <td>Ferraro</td> <td>002, 008</td> <td>EC 2168A, 2168B</td> </tr> <tr> <td>Strickland</td> <td>001, 010</td> <td>SSC 2024</td> </tr> </tbody> </table> <p>Note: Wednesday classes cancelled</p> | Professor | Section | Location | Ambacher | 007 | EC 2168A | Butler | 003 | EC 2155 | M. Copps-Sutherland | 004, 005 | NS 1 | Dawson | 006, 009 | NS 1 | Ferraro | 002, 008 | EC 2168A, 2168B | Strickland | 001, 010 | SSC 2024 |
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| Dec 7 | 13 | <i>TBD</i> | | | | | | | | | | | | | | | | | | | | | |
| | | Classes end December 9, 2009 | | | | | | | | | | | | | | | | | | | | | |

| Jan 4 | 14 | Relevant costs/short term decisions read: Garrison Ch 12 + Appendix <i>Problems : E12-11, P12-22, P12-26,P12-27, P12-31</i> | | | | | | | | | | | | | | | | | | | | | |
|---------------------|----------|--|-----------|---------|----------|----------|-----|----------|--------|-----|---------|---------------------|----------|---------|--------|----------|---------|---------|----------|--------------------|------------|----------|--------|
| Jan 11 | 15 | Relevant costs/short term decisions Note on Linear Programming (Casebook pg 18) <i>Problems: P26-5 (Anthony pg 135) Forner Carpet (Anthony pg 132)</i> | | | | | | | | | | | | | | | | | | | | | |
| Jan 18 | 16 | Capital Budgeting <i>read: Garrison Chapter 13 + Appendix13A Problems: P13-23, P13-24, P13-34,(assume CCA rate of 20% and tax rate of 40%), P13-36</i> | | | | | | | | | | | | | | | | | | | | | |
| Jan 25 | 17 | Sensitivity Analysis Read: Capital Budgeting and Sensitivity Analysis (Casebook pg 20) Do Sensitivity on P13-34 | | | | | | | | | | | | | | | | | | | | | |
| Feb 1 | 18 | <i>Case: Canada Company (Casebook pg 23) Case: Kitchen Supply Company (Casebook pg 26)</i> | | | | | | | | | | | | | | | | | | | | | |
| Feb 8 | 19 | Exam #3 – Thursday February 11, 6:30-9:30 <table border="1"> <thead> <tr> <th>Professor</th> <th>Section</th> <th>Location</th> </tr> </thead> <tbody> <tr> <td>Ambacher</td> <td>007</td> <td>EC 2168A</td> </tr> <tr> <td>Butler</td> <td>003</td> <td>EC 2155</td> </tr> <tr> <td>M. Copps-Sutherland</td> <td>004, 005</td> <td>HSB 236</td> </tr> <tr> <td>Dawson</td> <td>006, 009</td> <td>HSB 240</td> </tr> <tr> <td>Ferraro</td> <td>002, 008</td> <td>EC 2168A, 2168B</td> </tr> <tr> <td>Strickland</td> <td>001, 010</td> <td>HSB 35</td> </tr> </tbody> </table> Note: Wednesday classes cancelled | Professor | Section | Location | Ambacher | 007 | EC 2168A | Butler | 003 | EC 2155 | M. Copps-Sutherland | 004, 005 | HSB 236 | Dawson | 006, 009 | HSB 240 | Ferraro | 002, 008 | EC 2168A, 2168B | Strickland | 001, 010 | HSB 35 |
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| Feb 15 | | Conference Week | | | | | | | | | | | | | | | | | | | | | |

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| | | |
| Feb 22 | 20 | <p>Management Control Systems – Intro Read: Outline for MCS Case Writing (Casebook pg 31)</p> <p>Responsibility Centres Read: Anthony Chapter 22 Case: <i>Shuman Automobiles, (Anthony pg 20)</i></p> |
| Mar 1 | 21 | <p>Transfer Pricing Read: Garrison chapter 11 pages 498-504 <i>Problems P11-18, P11-30, C11-32</i> Case: <i>Zumwald AG (Anthony pg 24)</i></p> |
| Mar 8 | 22 | <p>Budgeting Read: Anthony Chapter 24 Case: <i>Vershire Company (Anthony pg 136)</i></p> |
| Mar 15 | 23 | <p>Evaluation Read: Anthony Chapter 23 Case: <i>Industrial Electronics (Anthony pg 52)</i></p> <p>Investment Centre Evaluation Read: Garrison Chapter 11 pages 505-514 <i>Problems: Investment Centre (Casebook page 33)</i></p> |
| Mar 22 | 24 | <p>Issues in Non-Profit Organizations Read: Control in Non-Profits (Casebook pg 34) Case: <i>Charlottesville Fire Dept (Anthony pg142)</i></p> <p>Balanced Scorecard, Internal Business Performance and Quality Read: Garrison Chapter 11 pages 514-528 <i>Problems: P11-22, P11-26, P11-27</i></p> |
| Mar 29 | 25 | <i>Sampson Electronics (Casebook pg 47f)</i> |
| Apr 5 | 26 | <i>Review</i> |
| Apr 9 | | Classes End |
| | | Final Exam - TBA |