

**MOS 3371B Management Accounting for Decision Making**  
**Course Outline: All Sections January 2014 (Winter Term)**

**Course Information:****Instructor, Class Location and Time:**

<b>Bill Dawson</b> (course coordinator)	Office: SSC 4430 Phone: 519-661-2111 #82293 Email: <a href="mailto:bdawson@uwo.ca">bdawson@uwo.ca</a> <b>Website Address:</b> <a href="https://owl.uwo.ca/portal">https://owl.uwo.ca/portal</a> Office Hours: Mon, Wed 11:30-12:30 & Friday 1:30-3:30	Sections: 005, 006, 007
<b>Danny Morrison</b>	Office: SSC 4420 Phone: 519-661-2111 # Email: <a href="mailto:dmorri28@uwo.ca">dmorri28@uwo.ca</a> <b>Website Address:</b> <a href="https://owl.uwo.ca/portal">https://owl.uwo.ca/portal</a> Office Hours: See Instructor	Sections: 004
<b>Ruth Ann Strickland</b>	Office: SSC 4417 Phone: 519-661-2111 #84927 Email: <a href="mailto:rstrickl@uwo.ca">rstrickl@uwo.ca</a> <b>Website Address:</b> <a href="https://owl.uwo.ca/portal">https://owl.uwo.ca/portal</a> Office Hours: See Instructor	Sections: 001, 002, 003

## MOS 3370A Sections:

Class Section	Days	Start Time	End Time	Bldg and Room	Instructor
001	Wednesday	6:00 pm	9:00 pm	SSC3028	Strickland
002	Tuesday	6:00 pm	9:00 pm	UCC 41	Strickland
003	Friday	9:30 am	12:30 pm	SSC 2036	Strickland
004	Wednesday	12:30 pm	3:30 pm	SSC 2024	Morrison
005	Friday	9:30 am	12:30 pm	SSC 3018	Dawson
006	Monday Wednesday	1:30 pm 1:30 pm	2:30 pm 3:30 pm	SSC 3010 SSC 3010	Dawson
007	Tuesday Thursday	1:30 pm 1:30 pm	2:30 pm 3:30 pm	SSC 3028 SSC 3028	Dawson

**EMAIL TO INSTRUCTOR:** Please use the email subject line to clearly identify the topic of your email.

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at:

<http://accessibility.uwo.ca>

**Calendar Description**

Management accounting to support the decision-making process in both profit and non-profit organizations. Topics covered include relevant costs for short-term decisions, long-term investment decisions and management control systems.

**Antirequisite(s):** [Business Administration 3307K](#), [4407Q/R/S/T](#), [MOS 3372](#)

**Prerequisite(s):** [Business Administration 2257](#) and enrollment in third or fourth year of BMOS, Honors Specialization in Urban Development or Music Administrative Studies (MAS).

**Corequisite(s):**

**Pre-or Corequisite(s):**

**Extra Information:** 3 lecture hours, .5 course.

Senate Regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.”

**Textbook**

Garrison/ Chesley/Carrol/Webb, Managerial Accounting, 9<sup>th</sup> Canadian edition, McGraw Hill Ryerson, 2012  
ISBN-10: 007040189-6

Management Accounting MOS 3371B Custom Publication for Western University, 2013  
ISBN-13:978125926966-0

**Course Objectives, Learning Outcomes and Format****Course 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.

**Learning Outcomes:**

Distinguish between relevant and irrelevant costs in decision making. Analyze various short-term decision situations. Add/drop a product or service; make or buy decisions; special orders and utilizations of a constrained resource.

Evaluate the acceptability of an investment project (Long-Term) using various analytic methods on an after-tax basis – Net Present Value (NPV), Internal Rate of Return (IRR), and Discounted Payback. Perform sensitivity analysis for capital budgeting projects.

Evaluate Management Control Systems (MCS) for Profit organizations and Non-Profit organizations. Assess the efficiency and effectiveness of the MCS in place. Determine appropriate type of responsibility centre. Assess performance evaluation in place for motivating managers to achieve overall company goals and objectives. Evaluate strategic planning and budgeting programs.

**Course Format:**

Weekly classes will include lectures, group discussions and discussing assigned problems and cases, plus a group presentation (see below).

Participation is required. Solutions will be posted on OWL2.

**Evaluation:**

Date	Percentage of Course Grade
Mid-Term Exam: Saturday, February 8 1:00-4:30 (3 ½ hours) Chapter 12 plus Appendix A Short Term Decisions Chapter 13 plus Appendix A, B Capital Budgeting	35%
Group Presentation: Custom Publication and Garrison Chapter 11 Management Control Systems (see details below)	20%
Final TBA Case Exam: Management Control Systems	35%
Participation	10%

**Group Presentation (20%)**  
Analyze and present to class (group

presentation) a 15-20 minute application of a company's MCS and assess its efficiency and effectiveness for a specific component of its MCS. Explain application and provide examples of how this is used by company.

Worth 20% of your mark (15% for presentation, 5% for involvement and participation in other class members presentations).

**Group Presentation Topics** (Groups of 4 or 5)

Week 8	February 24-28	Responsibility Centres
Week 9	March 3-7	Transfer Pricing
Week 10	March 10-14	Balanced Scorecard
Week 11	March 17-21	Performance Evaluation Measures
Week 12	March 24-28	Budgeting Non-Profit Organizations

**Closed book examinations. Dictionaries are NOT allowed into the examinations.**

**Only non-programmable calculators will be allowed into the exams.** If you are unsure, please ask your professor to check your calculator.

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text and Custom Publication. Exams will not be returned to students but may be reviewed in the instructor's office.

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. Extra assignments to improve grades will **NOT** be allowed.

Exams will be scored using the program Scan Exam which examines the answer sheets for unusual coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating.

Grades will **not** be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: *You* are responsible for your grades in this course.

**University Policy Regarding Illness  
Illness**

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, **in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.**

**Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested.** These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy [<http://www.uwo.ca/univsec/handbook/general/privacy.pdf>].

**Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s).** Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

**Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)**

**A form to be completed by off-campus physicians is available at:**

**<http://counselling.ssc.uwo.ca/forms/medicalNote.pdf>**

Whenever possible, students who require academic accommodation should provide notification and documentation **in advance of due dates, examinations**, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

### **Make Up Examinations**

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counselling office).

### **Attendance**

It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

### **University Policy on Cheating and Academic Misconduct**

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will

receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, (519) 661-3573.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

### **Procedures For Appealing Academic Evaluations**

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the BMOS program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

### **Student Responsibilities**

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

### **Support Services**

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca> Student Support Services (*including the services provided by the USC listed here*) can be reached at: <http://westernusc.ca/services/> Student Development Services can be reached at: <http://www.sdc.uwo.ca/>

Students who are in emotional/mental distress should refer to Mental Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.”

### **Other Issues**

#### **Grade Policy**

The DAN Program has a grade policy which states that for courses in the 3000-4000 range, the class average must fall between 70% and 75% for all sections of a course taught by the same instructor. In very

exceptional circumstances only, class averages outside this range may be approved by the Assistant Director or Director. Class averages are not grounds for appeal.

### **Short Absences.**

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

### **Extended Absences.**

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

### **Academic Concerns.**

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

### **Important Dates: (2014)**

January 6	Winter/Spring term classes begin
January 14	Last day to add a second-term half course
January 15	Last day to receive applications for Diploma programs offered through The Western Centre for Continuing Studies
January 31	Deadline to apply for relief against a final grade in a first-term course
February 17-21	Reading Week
March 4	First day for web registration for summer evening and spring/summer distance studies
March 6	First day for web registration for Intersession
March 7	Last day to drop a second-term half course, without academic penalty
March 11	First day for web registration for summer day courses
March 15	Last day to receive applications for graduation: Spring convocation
April 8	Winter/Spring session classes end
April 9, 10	Study days
April 11-30	Final examination period
April 18	Good Friday
April 20	Easter Sunday

### **Other Information**

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

### **PARTICIPATION**

Participation will be assessed on a weekly basis according to the following rubric:

<b>Level</b>	<b>Description</b>
0	Does not attend class, or attends and is disruptive.
1 - 33%	Attends class but does not contribute to the discussion.
2 - 66%	Contributes by asking/answering questions and making comments Preparation for class is evident. Questions/comments are primarily factual in nature.

3 - 100%	Demonstrates good preparation for class, contributing content-based questions and answers, but also offers insights and adds significant value to the discussion.
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**For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: <http://www.uwo.ca/univsec/handbook/>**  
**Tentative Assignment Schedule .....Changes may be made in class**

WEEK	ASSIGNED IN-CLASS WORK (OTHER ITEMS WILL BE ADDED IN CLASS.)	SELF-STUDY
1 JAN 6-10	<a href="#">CHAPTER 12: SHORT-TERM DECISIONS</a> PROBLEMS 12-23 AND 12-24 <a href="#">CUSTOM PUBLICATION, PAGES 2-5: LINER PROGRAMMING</a>	
2 JAN 13-17	CUSTOM PUBLICATION, PAGE 6: LINK COMPANY EXERCISES 12-13 AND 12-15; AND 12A-5	PROBLEMS 12-19
3 JAN 20-24	<a href="#">CHAPTER 13 &amp; APPENDIX 13A &amp; B: CAPITAL BUDGETING</a> PROBLEMS 13-16 AND 13B-4 <a href="#">CUSTOM PUBLICATION, PAGES 7-10: CAPITAL BUDGETING &amp; SENSITIVITY</a>	<a href="#">APPENDIX 13A</a> (TIME VALUE OF \$\$) P13-29
4 JAN 27-31	PROBLEM 13-28 (ASSUME CCA = 20% AND TAX = 40%); <b>INCLUDE SENSITIVITY. THINK ABOUT HOW MUCH CASH FLOWS WOULD NEED TO INCREASE IN ORDER TO MAKE THIS PROJECT PROFITABLE. WOULD ADDING MORE YEARS HELP?</b> CUSTOM PUBLICATION, PAGES 11-13: CANADA COMPANY	
5 FEB 3-7	CUSTOM PUBLICATION, PAGES 14-18 : KITCHEN SUPPLY COMPANY THIS IS A REVIEW CASE, FOR PREP FOR SATURDAY EXAM.	
<b>MID-TERM EXAM: SATURDAY, FEB 8, 1:00-4:30. LOCATION TO BE PROVIDED.</b>		
<b>SHORT-TERM &amp; LONG-TERM DECISIONS</b> <b>CHAPTERS 12, 12A,13, 13A &amp; 13B INCLUDING LINEAR PROGRAMMING</b>		
6 FEB 10-14	<a href="#">CUSTOM PUBLICATION, PAGES 19-20: OUTLINE FOR MANAGEMENT CONTROL SYSTEMS</a> <a href="#">CUSTOM PUBLICATION, PAGES 50-65: CHAPTER 22 – THE MANAGEMENT CONTROL EQUIPMENT</a> <a href="#">CHAPTER 11: RESPONSIBILITY CENTRES (PAGES 484-485)</a> CUSTOM PUBLICATION, PAGE 21: RESPONSIBILITY CENTRE PROBLEMS	
7 FEB 17-21	<b>READING WEEK: NO CLASSES THIS WEEK.</b>	

8 FEB 24-28	<p><b><u>GROUP PRESENTATIONS: RESPONSIBILITY CENTRES</u></b></p> <p><b><u>CHAPTER 11: TRANSFER PRICING (PAGES 485-492)</u></b> PROBLEMS 11-23 AND 11-30</p> <p><b><u>CHAPTER 11: BALANCED SCORECARD (PAGES 500-505)</u></b> PROBLEM 11-35</p>	C11-38
9 MAR 3-7	<p><b><u>GROUP PRESENTATIONS: TRANSFER PRICING</u></b></p> <p><b>TRANSFER PRICING/RESPONSIBILITY CENTRE CASE: SHUMAN AUTOMOTIVE (OWL)</b></p> <p><b><u>CUSTOM PUBLICATION, PAGES 66-79: CHAPTER 23 –THE MANAGEMENT CONTROL &amp; PROCESS</u></b></p>	
10 MAR 10-14	<p><b><u>GROUP PRESENTATIONS: BALANCED SCORECARD</u></b></p> <p><b>TRANSFER PRICING CASE: ZUMWALD (OWL)</b></p> <p><b><u>CHAPTER 11: ROI-RI (PAGES 492-500)</u></b></p> <p>CUSTOM PUBLICATION, PAGE 28-29: INVESTMENT CENTRE PROBLEMS</p>	
11 MAR 17-21	<p><b><u>GROUP PRESENTATIONS: PERFORMANCE EVALUATION MEASURES</u></b></p> <p><b>PERFORMANCE MEASUREMENT CASE (ROI/RI): INDUSTRIAL ELECTRONICS (OWL)</b></p> <p><b><u>CUSTOM PUBLICATION, PAGES 81-101: CHAPTER 24: STRATEGIC PLANNING AND BUDGETING</u></b></p>	
12 MAR 24-28	<p><b><u>GROUP PRESENTATIONS: BUDGETING / NPO</u></b></p> <p><b>BUDGET CASE: CUSTOM PUBLICATION, PGS 35-40: VERSHIRE COMPANY</b></p> <p><b>ISSUES IN NON-PROFIT ORGANIZATIONS: (OWL)</b></p>	
13 MAR 31- APR 1	<p><b>NOT FOR PROFIT CASE: CARLETON FIRE DEPARTMENT (EXHIBIT 1 OWL)</b></p> <p>CUSTOM PUBLICATION, PAGES 45-47: SAMPSON ELECTRIC LIMITED</p>	
APR 7, 8	NO CLASSES – STUDY DAYS	
TBA	<b>FINAL EXAM: MANAGEMENT CONTROL SYSTEMS -- CASE</b>	