

Intermediate Management Accounting & Control
DRAFT Syllabus- Winter 2015¹

Course Information:

Class: Fridays 8:35-11:25am Tory Building 202
Tutorials: Mondays 1:35-2:25pm (selected dates to be announced) Southam 502
Class Website: cuLearn Link at Carleton homepage OR <https://carleton.ca/culearn/>

Instructor:

Gulraze Wakil, BCOMM, MA(Econ), PhD, CPA, CGA
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Office Hours: Tuesdays & Thursdays noon to 1:30 pm *and by appointment.*

Prerequisites:

BUSI 1002 or 1005 and ECON 2202 or STAT 2607 (with a grade of C- or better in each)

This course is a requirement for entry into the CPA Professional Educational Program (PEP) and is a prerequisite to BUSI 4008 –Advanced Management Accounting (C- or higher required). The School of Business enforces all prerequisites.

Course Description and Learning Outcomes:

The use of accounting information for cost control and performance evaluation. Emphasis is on cost accumulation systems, performance evaluation, control models and analytical tools.

The course reviews and extends basic cost accounting concepts and cost behaviour and then moves on to more advanced topics. Major topics addressed in this course include: costs and cost drivers, short and long-term decision making, accounting systems, budgeting and control issues, corporate governance, transfer pricing, and employee incentive schemes for performance evaluation. Problem solving and managerial decision making skills in each area will be demonstrated by students. This course will [heavily] benefit you in financial careers and professional accounting examinations.

A Schedule and Due Dates, listing of major topics, and chapters covered, follows at end of this syllabus.

¹ The course syllabus provides a general plan and time frame. Adjustments maybe necessary and are at the discretion of the instructor.

Required Textbook/Materials:

- Cost Accounting - A Managerial Emphasis, ***Custom 6th. Canadian Edition for Carleton University***, Horngren, Datar, Foster, Rajan, Ittner, Gowing, and Janz. 2013. Pearson. ISBN# 978-1-269-42338-0. Cost in book store \$92.50 less 5% with campus card.
- Course Notes and handouts –on cuLearn

Business Calculator -

You will need to bring one for every class and exam. *Computations are a large part of this course.*

EVALUATION METHODS:

| Description | Percent Available |
|--|-------------------|
| 4 Quizzes | 20% |
| 2 Assignments [3% + 7% Case] | 10% |
| 1 mid-term during the semester | 30% |
| 1 final exam during exam week (cumulative) | 40% |
| <hr/> | |
| Passport to Success | |
| Total Available | 100% |

Teaching Methods

Teaching methods for this course encompass assigned readings from the textbook, lectures & slides, discussions, and solving exercises and mini cases (bring textbook to every class). Lectures are utilized to highlight and clarify key concepts, and example problems are solved and discussed in class to apply these concepts. *Some computer applications will also be involved.*

Students are expected to read the assigned chapter(s) and at least attempt the suggested homework exercises **before each class. Only check the solutions on cuLearn after an earnest attempt at the exercise. Just looking at the questions and then solutions is next to useless.** After each class (the sooner the better), it is critical to understand all the assigned homework exercises, whether taken up in class or not.

The primary role of the instructor in this course is to encourage and facilitate student learning by helping students understand and apply key concepts and by providing them with regular feedback on their progress via cuLearn marks. You will have frequent opportunities to obtain feedback on mastery of the material through class assignments, quizzes, and tests. It is emphasized that diligent **independent** preparation of homework and active participation in class discussions and activities are crucial to learning management accounting for the field and for professional examinations. Although some problems have common elements, no two problems are alike, and each problem has some unique aspects.²

² *What I hear, I forget. What I see, I remember. What I do, I understand.* (Confucius, 551—479 B.C.)

HOMEWORK

The homework for this class is primarily from your textbook and some from instructor notes. The homework does not carry weight in the grading. Nevertheless, it will greatly aid in doing well on all the various evaluation methods in this course. **If you need help on the homework, do not wait until after the next class.** Assistance in person is the best but I know everyone has tight schedules. I will try my best to answer questions via e-mail within 24 hours for e-mail applicable questions. In addition, cuLearn has discussion groups by topic for questions that can be answered by anyone ☺

Quizzes

These generally consist of multiple choice questions. The objective of the quizzes is to allow you to assess your progress in the course, encourage you to keep up in the class, and assist in you in learning the material.

Assignment and Case

Both are due at the beginning of class in hard copy and may be completed in groups of two. If completed in groups, the item must be signed by both students to indicate each student contributed equally. Both students will receive the same grade. *Methods on answering cases can be found on cuLearn.*

MID-TERM EXAMINATION.

The mid-term examination is approximately two hours in length and consists of multiple choice, short and medium length problems. Both qualitative and quantitative material will be tested. The only valid reason for not writing the mid-term examination at the scheduled time is a medical condition or a death in the immediate family. Appropriate documentation will be required. Mid-term examination missed for valid medical reasons are not rescheduled, but the weight of the mid-term examination is transferred to the final examination.

Any queries regarding marked material needs to be brought up within 7 days of return

FINAL EXAMINATION

The final examination is cumulative, but more weight will be given to material after the mid-term. It is three hours in length and consists of multiple choice, short-answer objective questions, and some medium-length problems requiring interpretation and integration of several concepts. **A minimum mark of 45 percent must be obtained on the final examination in order to be eligible to pass the course.**

For examination purposes, students are responsible for all material in the assigned chapters, exercises and activities, assignments, as well as any additional material and interpretation provided by the instructor in class. Supplemental or grade-raising assignments are not available in this course.

Requests for deferred final examinations must be directed to the Office of Registerial Services for assessment within 5 days of the date of the final examination. In order to be eligible to write a deferred examination, a student must have completed all term work with a minimum mark of 45 percent. If these conditions are not met, a grade of FND (failure with no deferral) will be assigned.

CLASS WEBSITE on cuLearn

Homework solutions, PowerPoint slides, handouts, announcements, videos, etc. will be available on cuLearn. This site has other resources such as the syllabus and student marks. Marks cannot be e-mailed to you. The course cuLearn page is considered an integral part of the course. **Any announcements made in the course cuLearn page will be considered to have been made in class. You should visit CuLearn OFTEN!** If you have any concerns about your grade, please ask questions early in the semester and do not wait until the last week of classes.

1. Each class builds on skills and concepts learned in the previous class, therefore attendance and keeping on track are critical. This is not a course to register in if you are seeking easy credit. Nevertheless, many students in the past have been very successful.

2. *Understanding and doing rather than just memorizing* will help you succeed in this course.

Schedule & Due Dates (Tentative)

| DATE | CHAPTER | TOPIC | TOPIC EXERCISES v | QUIZZES/CASES DUE FOR GRADING |
|----------------|------------------------------------|--|---|-------------------------------|
| Jan. 9 | Notes I | -Syllabus & Management Accounting -Review Cost Terms -Review CVP Analysis | Exercises from Notes I | |
| Jan. 16 | Notes I Ch. 5 [ABC] | -Review Job Order Costing -Activity Based Costing (ABC) ABC with Excel [if time permits] | Job order costing Exercises from Notes I 5-20, 5-25, 5-36, 5-38, 5-39 | |
| Jan. 23 | Ch.17 [677-698] | -Finish ABC -Process Costing (no trans-in costs) | 17-19 to 17-23 (inclusive), 17-31 | Quiz 1, Assign 1 |
| Jan. 30 | Ch. 17 & 18 | -Finish process costing -Spoilage, Rework, and Scrap | 18-1 to 18-5, 18-15, 18-16, 18-28, 18-30 | |
| Feb. 6 | Notes II & Ch. 7 | -Budgeting Notes -Budgets, Variances, & Control | Budgeting Exercises from Notes II 7-19, 7-20, 7-21, 7-25, 7-37 | Quiz 2 |
| Feb. 13 | Notes III | Quantitative analysis of Cost Functions, Linear Regression & Assumptions. <i>Any other material to catch up.</i> | Handouts to be given in class and applied work | |
| Feb. 20 | | Winter Break- No classes | | |
| Feb. 27 | Ch. 11 | Decision Making and Relevant Info. | 11-16, 11-18, 11-19, 11-20, 11-24, 11-32 | Quiz 3 |
| Mar. 6 | | -Mid-term exam -Case discussion | | Mid-Term Exam |
| Mar. 13 | 11, Ch.13 [518-531] | -Linear Programming Using Excel - Strategy & Balanced Scorecard (BSC) -Some Corp. Governance | 11-30, 11-31 13-22, 13-18, 13-34 | Assign 2 [Case] |
| Mar. 20 | Ch. 21 & 22 | -Capital Budgeting -Capital Budgeting: A Closer Look | 21-16 (<i>review</i>), 21-22, 21-24, 21-38 22-15, 22-16, 22-17, 22-21 | Quiz 4 |
| Mar. 27 | Ch. 23 | Transfer Pricing & Multinational Management Control Systems | 23-7 to 23-14, 23-27, 23-17, 23-19, 23-24 | |
| Apr. 3 | | Statutory Holiday- No classes | | |
| Wed. Apr. 8 | Ch. 24 | Multinational Performance Measurement and Compensation | All short answer questions 24-16, 24-18, 24-22, 24-24, 24-31, 24-38 | FINAL EXAM TALK |

IMPORTANT ADDITIONAL INFORMATION AND DATES

Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

| | | | |
|--------------|---------------------------------|-------------|-------------|
| A+ = 90-100 | B+ = 77-79 | C+ = 67-69 | D+ = 57-59 |
| A = 85-89 | B = 73-76 | C = 63-66 | D = 53-56 |
| A - = 80-84 | B - = 70-72 | C - = 60-62 | D - = 50-52 |
| F = Below 50 | WDN = Withdrawn from the course | | |

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

Academic Regulations, Accommodations, Etc.

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodations

Academic Accommodations for Students with Disabilities

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). After requesting accommodation from PMC, meet with me to ensure accommodation

arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2013 exam period is November 7, 2014.

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Assistance for Students:

Student Academic Success Centre (SASC): www.carleton.ca/sasc

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): www.carleton.ca/sasc/peer-assisted-study-sessions

Important Information:

- Students must always retain a hard copy of all work that is submitted.
 - All final grades are subject to the Dean's approval.
 - Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, for us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>
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Important Dates for Academic Year 2014-15**September 2**

Fall Term Begins.

September 2-3

Academic Orientation. All students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.

September 4

Fall and fall/winter classes begin.

September 17

Last day of registration for fall term and fall/winter courses.

Last day to change courses or sections (including auditing) for fall/winter and fall term courses.

September 26-28

Summer deferred final examinations to be held.

September 30

Last day to withdraw from Fall term and Fall/Winter courses with a full fee adjustment.

Withdrawals after this date will create no financial change to Fall term fees (financial withdrawal).

October 10

December examination schedule (fall term final and fall/winter mid-terms) available online.

October 13

Statutory holiday, University closed.

October 27-31

Fall break. Classes are suspended.

November 7

Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for December examinations.

November 24

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examinations Regulations in the Academic Regulations of the University section of the calendar).

December 8

Fall term ends

Last day of fall-term classes.

Last day for academic withdrawal from fall term courses.

Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall term courses.

December 9

No classes or examinations take place.

December 10 – 21

Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held. Examinations are normally held all seven days of the week.

December 21

All take home examinations are due

December 25 to January 2

University closed

January 5

Winter-term classes begin.

January 16

Last day for registration for winter term courses.

Last day to change courses or sections (including auditing) for winter term courses.

Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.

January 31

Last day for a fee adjustment when withdrawing from Winter term courses or the Winter portion of two-term courses. Withdrawals after this date will create no financial change to Winter term fees (financial withdrawal).

February 13

April examination schedule available online.

February 13-21

Fall-term deferred examinations will be held

February 16

Statutory holiday, University closed.

February 16-20

Winter Break. Classes are suspended.

March 1

Last day for UHIP refund applications for International Students who will be graduating this academic year.

Last day for receipt of applications from potential spring (June) graduates.

March 6

Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.

March 24

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examinations Regulations in the Academic Regulations of the University section of the calendar).

April 3

Statutory holiday, University closed.

April 8

Winter term ends

Last day of fall/winter and winter-term classes.

Last day for academic withdrawal from fall/winter and winter-term courses.

Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter-term courses.

April 9-10

No classes or examinations take place

April 11-23

Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week.

June 8-18 (including Saturdays)

Fall/winter and winter term deferred final examinations will be held.