

BUSI 3008
INTERMEDIATE MANAGEMENT ACCOUNTING AND CONTROL

COURSE OUTLINE
FALL 2023

Professor:	Bruce Millar CIM, FCSI, FICB, MBA, CPA, CMA
Office Hours:	As I don't have an office on campus, appointments outside of class hours will be coordinated via zoom.
Carleton E-mail:	BruceMillar3@cunet.carleton.ca
Class time:	Wednesdays from 6 pm to 9 pm
Class Structure:	In-person but subject to change as necessary
Classroom:	Tory Building, Room 340
Mentor/TA:	TBD

CALENDAR DESCRIPTION

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

COURSE DESCRIPTION

This course focuses on the role of cost accounting information in managerial planning and control. This course extends the basic concepts and systems covered in an introductory managerial accounting course and introduces additional analytical tools and techniques. Emphasis is placed on the appropriate use of information produced by various systems in managerial decision making and on the development of effective problem-solving skills in this area. It covers technical and complex issues in a focused manner, helps develop critical thinking and professional judgement.

PREREQUISITES

BUSI 1002 or BUSI 1005 (with a grade of C- or higher in each). The School of Business enforces all prerequisites.

This course is a prerequisite to: BUSI 4008 (with a grade of C- or higher)

LEARNING OBJECTIVES AND OUTCOMES

The overall objective of this course is to provide students with the knowledge and tools required to make informed business decisions. The learning objectives and outcomes (LO) for the course are aligned with the six learning objectives for management accounting by CPA Canada –

1. Analyze and evaluate an organization’s costing systems.
2. Analyze and evaluate an organization’s budgeting and budget control systems.
3. Analyze and evaluate an organization’s responsibility accounting structure.
4. Analyze and evaluate an organization’s financial statements.
5. Analyze and evaluate selected corporate governance practices.
6. Apply relevant information to short-term financial and capital investment decisions.

Contribution to Learning Goals of the Program (BComm and BIB):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>		X		
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				X

BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>	X			
B15 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>		X		

REQUIRED TEXTBOOK

The textbook for this course is *“Horngren’s Cost Accounting – a Managerial Emphasis,”* 9th Canadian edition by Datar, Rajan, Beaubien, and Janz; Pearson, 2022.

This textbook includes many practice questions and cases at the back of each chapter. I will be assigning and posting solutions for recommended questions for your own “active learning.” We will also use some of these questions to solidify the concepts that we learn, by working through these together as needed, along with case studies. Summary lecture slides will be posted weekly on Brightspace, prior to each scheduled class to augment the chapter readings.

Additional information may be drawn from *“Cost Management: A Strategic Emphasis,”* 8th edition by Blocher, E., Stout, D., Juras, P., and Smith, S., McGraw Hill, 2019.

INSTRUCTION METHODS AND EVALUATION

All class materials will be available to students in advance of each class on Brightspace. The key concepts are highlighted and discussed and then applied to solving problems. The primary role of the instructor is to facilitate student learning by helping students understand and apply key concepts. This approach requires students to develop and apply significant time management and active learning (self-study) skills.

This course primarily focuses on individual functional/technical competencies. Therefore, the evaluation of student performance is via weekly assignments, a midterm exam and a final exam. The allocation of marks for the final grade will be as follows:

Weekly Chapter Assignments	20%
Midterm exam	35%
Final Exam	45%

Weekly Assignments

There are weekly, online assignments for each chapter to reinforce the concepts covered. These are completed through Pearson’s Mylab.

Midterm and Final Examination

The questions for the midterm exam will be drawn from the material covered up to the exam date. The final examination questions are drawn from all the chapters covered.

Late Submissions

To ensure fairness for all students, penalties will be applied to late submissions. Failure to submit an assignment on time may result in an initial penalty of ten (10) percentage points, followed by an additional ten (10) percentage points per day thereafter. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

Deferred Final Examination. Students unable to take the final examination because of illness or other circumstances beyond their control must contact the instructor in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate documents to support the reason for the deferral. Deferred exams are not granted to students who have made travel arrangements that conflict with the examination schedule.

Drop Course Policy: The deadline for academic withdrawal is the last day of classes (each term).

WEEKLY COURSE SCHEDULE (subject to change as necessary)

The material in the textbook chapters indicated on the following course schedule provides a review of competencies in management accounting, strategy and governance, and finance. The chapters and the related problems noted are primarily for “active learning” by students. Class time is dedicated to solving and discussing selected comprehensive problems and cases.

Class Date	Subject	Required Readings	Activities
Learning Objective Focus – Costing Systems, Financial Statements, Strategy and Governance			
(1) Sep 6	1. Introduction and overview of syllabus 2. Accountant’s role in decision making 3. Cost terms and purposes 4. Cost-Volume-Profit analysis	Chapter 1 Chapter 2 Chapter 3	Problems CH 2-15, 2-19, 2-21, 2-31, 2-36 and CH 3-18, 3-20, 3-21, 3-23, 3-33, 3-42 Select case(s) MyLab assignment
(2) Sep 13	1. Job costing 2. Process costing	Chapter 4 Chapter 18	Problems CH 4-21, 4-25, 4-27, 4-33 and CH 18-16, 18-17, 18-18, 18-19, 18-20, 18-21, and 18-22

Class Date	Subject	Required Readings	Activities
			Select case(s) Mylab assignment
(3) Sep 20	1. Activity-based costing and management	Chapter 5	Problems CH 5-18, 5-20, 5-21, 5-25 Select case(s) Mylab assignment
Learning Objective Focus – Budgeting and Control Systems, Responsibility Accounting, Strategy and Governance			
(4) Sep 27	1. Master Budget and responsibility accounting 2. Flexible budgets, variance analysis and management control	Chapter 6 Chapter 7	Problems CH 6-17, 6-18, 6-19, 6-20, 6-21, 6-22, 6-29 and CH 7-17, 7-21 Select case(s) Mylab assignment
(5) Oct 4	Flexible budgets, variance analysis and management control	Chapter 8	CH 8-18, 8-24, 8-25, 8-26 Select case(s) Mylab assignment
(6) Oct 11	Inventory valuations (variable and absorption costing)	Chapter 9	CH 9-16, 9-18, 9-21, 9-22, 9-28 Select case(s) Mylab assignment
(7) Oct 18	Midterm exam - in class		
Fall Study Break – Oct 23-27			
Learning Objective Focus – Relevant Short-term Financial Decisions, Capital Investment Decisions, Financial Statements, Strategy and Governance			
(8) Nov 1	1. Analysis of cost behaviour 2. Strategic decision making and relevant information	Chapter 10 Chapter 11	Problems CH 10-21, 10-25 and 11-15, 11-16, 11-17, 11-19, 11-31 Select case(s) Mylab assignment
(9) Nov 8	1. Pricing decisions – profitability and cost management 2. Period cost application	Chapter 13 Chapter 15	Problems CH 13-15, 13-17, 13-19, 13-20 and 15-17, 15-20, 15-22, 15-27 Select case(s) Mylab assignment
(10) Nov 15	1. Cost allocation – joint products and byproducts 2. Revenue and customer profitability analysis	Chapter 16 Chapter 17	Problems CH 16-17, 16-18, 16-19, 16-20, 16-21, 16-22, and 17-19, 17-22, 17-24, 17-25 Select case(s) Mylab assignment
(11) Nov 22	Capital budeting	Chapter 21	Problems CH 21-16, 21-17, 21-18, 21-21, 21-22, 21-27 Select case(s) Mylab assignment

Class Date	Subject	Required Readings	Activities
(12) Nov 29	Transfer pricing and multinational management control systems	Chapter 22	Problems CH 22-17, 22-19, 22-20, 22-23, and 22-28 Select case(s) Mylab assignment
Final Exam - TBD			

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Recommended calculator

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, 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			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations

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 Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC 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 your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests

for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

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; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, 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: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott student services office, located at 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

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.
- 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 CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>

PROFESSOR PROFILE

A Little Bit About My Background

I have corporate experience in the areas of financial and managerial accounting, enterprise risk management, international trade financing, investing, strategic planning, leadership, and governance.

In addition to my professional background, I have also taught University courses at the graduate and undergraduate levels, in financial and managerial accounting, corporate finance, investing, and strategy. I currently teach with the University of Ottawa's Telfer School of Management, the Sprott School of Business at Carleton, and Nipissing University. I have also facilitated in the CPA Professional Education Program (facilitating modules Core One & Two, Financing, and Capstone One & Two) and in the earlier CMA Strategic Leadership Program for eight years prior to the amalgamation of the accounting bodies.

I earned my BA from the Royal Military College of Canada and my MBA from the Université du Québec à Montréal. In addition to holding a Chartered Professional Accountant designation, I have also earned fellowships with the Canadian Securities Institute (FCSI) and the Institute of Canadian Bankers (FICB).

I remain active in my community, having served as a Board of Director for a few not-for-profit corporations in the Ottawa area. I currently serve as Chair of the Board of Governors of the Winchester District Memorial Hospital and the Hospital's Charitable Foundation.