

Argosy University
COURSE SYLLABUS
B6021
Managerial Accounting

Faculty Information

Faculty Name:

Campus:

Contact Information:

Office Hours:

Short Faculty Bio:

Instructions to Instructors (this section should be eliminated for student syllabi)

1. The term Learning Assessment System Assignment(LASA), as used in this syllabus refers to an assignment that is completed by all students taking this course, across all Argosy campus and delivery formats. Students must complete LASA assignments without exception.
2. Faculty should review the syllabus and explain all assignments, including the LASA assignments as part of their first interaction with the student.
3. The Master Discussion Question shown under the Assignment column of the Assignment Table must be covered by students online in online and blended delivery formats. Student must make a minimum of three individual postings per week and three comments to other student postings per week. Faculty must create additional or follow up questions or can use the other discussion questions found in each module in eCollege. But these cannot replace the assigned Master Discussion Question.
4. A portion of the grade can be based on an assessment of the instructor's choosing. An instructor can divide this portion among assignments already listed, or can create an additional assignment. The total must add to 100%.
5. In blended format, students in are expected to do homework problems each week as indicated. An average of 2-3 hours per week should be spent in such engagement. The Master Discussion Question fulfills part of this requirement. But, faculty teaching in the blended format should also assign a Weekly Assignment. Faculty can choose from and of the following:
 - a. End of chapter problems or questions.
 - b. The internet accessed instructor's portal that supplements this text. On this site, you will find
 - i. Practice quizzes
 - ii. Solutions to end of chapter problems
 - iii. Test banks from which homework or quizzes can be created
 - iv. Sample exams
 - v. Video clips for short online weekly assignments
 - vi. Internet exercises
 - c. Other problems, questions or assignments of their own choosing.

Course description:

Managerial accounting helps direct the financial activities of managers within the organization and has a strong emphasis on the future direction of the organization. This course examines the role of managerial accounting as it impacts organizational decision making. It also reviews the analytical methodologies and performance measurements that are an integral part of the system of financial control within a business. Emphasis is placed on the critical thinking and decision making ability of corporate managers.

Course Pre-requisites: ACC201 or equivalent

Required Textbook:

Garrison, R.H., Noreen, E., & Brewer, P.C. (2009). *Managerial accounting* (13th ed.). McGraw-Hill. ISBN: 9780073379616

Suggested Reading:

Swartz, Mimi, & Watkins, S. (2009) *Power Failure: The Inside Story of the Collapse of Enron*.

Sarbanes Oxley Compliance Journal. <http://www.s-ox.com/>

Journal of Accountancy.

<http://thecaq.aicpa.org/Resources/Sarbanes+Oxley/Journal+of+Accountancy+Articles.htm>

Academy of Management. <http://aom.pace.edu/AMJ/>

Harvard Business Review. <http://hbr.org/>

Sloan Management Review. <http://sloanreview.mit.edu/>

Course length: 7.5 Weeks

Contact Hours: 45 Hours

Credit Value: 3.0

Program Outcomes:**1. Interpersonal Competency: Communications and Interpersonal Effectiveness**

- 1.1. Persuade colleagues, subordinates, superiors, and other stakeholders to a course of action, using appropriate technologies, mediums, and delivery tools (i.e. oral or written)
- 1.2. Present complex information in at a level of detail and sophistication that the necessary audience can understand and accept

- 1.3. Demonstrate awareness of one's own competencies, skills, and managerial styles and seek assistance to address or offset personal development gaps

2. Decision Making: Problem Solving and Critical Thinking

2.1 Gather and evaluate information from multiple sources, drawing from any appropriate discipline or professionally appropriate work activity, identify desirable, executable courses of action

2.2 Information Literacy – Access information from a variety of sources, evaluate the credibility of the sources, and apply that information to solve business problems

2.3 Use professional experience, interpersonal competencies, and business tools to diagnose opportunities and problems as well as propose and implement action plans

3. Leadership

3.1 Participate as a team member or leader to execute a plan or achieve a goal.

3.2 Create sufficient team cohesion and sharing of goals to fulfill the organizational outcome desired where conflicting values and/or priorities are present.

3.3 Adapt operational approaches to project execution and general management responsibilities to recognize opportunities, needs, and concerns of diverse employees, customers, stakeholders and communities

4. Ethics

4.1 Identify ethical tensions in simple and complex business situations and communicate both the tensions and a proposed course of action to all stakeholders

Course Objectives:

1. Examine the various ways managerial accounting systems support decision making. (P.O. 2.1, 2.2, 2.3)
2. Compare and contrast activity based costing with standard costing techniques. (P.O. 2.1, 2.2, 2.3)
3. Demonstrate the ability to calculate break even points, contribution margins, and perform Cost Volume Pricing analysis (P.O. 2.1, 2.2, 2.3)
4. Apply and analyze the organizational and financial elements of a successful budgeting process. (P.O. 2.1, 2.2, 2.3)
5. Describe the concept and utility of variance analysis and its effect on managerial decision making. (P.O. 2.1, 2.2, 2.3)
6. Describe the theoretical framework for behavior within organizations including the concepts of decentralized organizations; performance measurement using ROI, and the value of implementing the concept of a balance scorecard (P.O. 2.1, 2.2, 2.3)
7. Analyze and evaluate the legal and ethical environment of accounting practices (P.O. 1.1, 1.2, 1.3, 4.1)

Assignment Table (Assignment details for LASAs provided at the end of the table)

Module	Module Topics	Readings	Assignments
1	<ul style="list-style-type: none"> • Review of syllabus and assignments • Introduction to Managerial Accounting • The role of managerial accounting in planning and control • Interactions among accounting, marketing, and operations • The scope of managerial accounting • How manufacturing costs flow through and accounting system • Managerial accounting systems to support decision making 	<p>Chapter 1: Managerial Accounting and the Business Environment</p> <p>Chapter 2: Managerial Accounting and Cost Concepts</p>	<p>Discussion Question: Give examples of fixed costs, variable costs, direct costs and indirect costs for your firm or one selected with your instructor.</p> <p>Weekly Problem Assignment-Instructor Determined</p>
2	<ul style="list-style-type: none"> • Job order costing • Cost of goods sold(COGS), • Cost of goods manufactured(COGM). • The reasons for cost allocation • The problems with volume-based allocation • Activity-based costing 	<p>Chapter 3: Managerial Accounting and Cost Concepts</p> <p>Chapter 5: Cost Behavior Activity and Use</p>	<p>Discussion Question: Are COGS and COGM relevant concepts for service industries?</p> <p>Weekly Problem Assignment-Instructor Determined</p>
3	<ul style="list-style-type: none"> • Cost behavior • Contribution margin and the variable-costing income statement • Cost-volume-profit analysis • Variable and 	<p>Chapter 7: Variable Costing</p>	<p>Discussion Question: What are the advantages and disadvantages of variable and absorption costing in your firm or one selected with your instructor?</p>

	Absorption costing: A comparison		
4	<ul style="list-style-type: none"> • Transaction and Budget systems compared • The master budget • Cash budget • Developing a sound budgeting culture • Behavioral concerns in budgeting 	Chapter 8: Activity Based Costing	<p>Midterm</p> <p>Discussion Question: What are the advantages and disadvantages of ABC versus traditional accounting in your firm or one selected with your instructor?</p> <p>Weekly Problem Assignment-Instructor Determined</p>
5	<ul style="list-style-type: none"> • Limitations of traditional variance analysis • Quality cost concepts • Taguchi's quality loss function 	Chapter 9 Profit Planning	<p>Discussion Question: What is the role of budgeting in your firm, or one selected with your instructor and what process is used to create one?</p> <p>Weekly Problem Assignment-Instructor Determined</p>
6	<ul style="list-style-type: none"> • The new competitive environment • Tuff cut: total quality management • The theory of constraints 	Chapter 10 Flexible Budgets and Performance Analysis	<p>Discussion Question: What kinds of questions should managers in your firm, or one selected with your instructor, ask because of variances?</p> <p>Weekly Problem Assignment-Instructor Determined</p>
7	<ul style="list-style-type: none"> • Theoretical framework for behavior within organizations • Management of decentralized organizations • Performance evaluation using ROI 	Chapter 12 Segment Reporting, Decentralization, and the Balanced Score Card Decentralization in Organizations	Final

	<ul style="list-style-type: none"> • The balanced scorecard approach 		
8	Instructor Determined		Sarbanes Oxley and Enron paper (LASA) due.

Sarbanes Oxley and Enron Paper (LASA)

The collapse of Enron, Arthur Andersen, and other major corporations resulted in threaten trust in the integrity of the auditing profession and in our economy. The continuing discovery of accounting misconduct and corporate deception has kept the investment community afraid and puzzled. Regulators and prosecutors have opened numerous investigations that resulted in massive financial restatements, which resulted in a big drop in previously reported corporate profits. Many of these situations were approved by incompetent or negligent audit committees, as well as by independent auditors. Although many of the companies under investigation were Andersen clients, all of the largest CPA firms were involved in at least one instance. The publicity surrounding these investigations has caused a lack of confidence in the American markets. On July 30, 2002, President Bush signed into law the most significant legislation affecting the accounting profession since 1933--the Sarbanes-Oxley Act of 2002. The Act creates a five-member Public Company Accounting Oversight Board, with authority to set and enforce auditing, attestation, quality control and ethics standards for public companies. It is also empowered to inspect the auditing operations of public accounting firms that audit public companies and impose disciplinary and remedial sanctions for violations of the Board's rules, securities laws and professional auditing standards.

Required: Conduct in-depth research concerning the Sarbanes Oxley Act and Enron. Students may consider the Suggested Reading section on their syllabus. Highlight the following points in the final paper:

- A- A brief discussion of the Enron crisis, emphasizing the legal and ethical accounting breaches committed by the company.
- B- The purpose of the Sarbanes Oxley Act and the way it addresses those breaches
- C- A discussion of major provisions of the act as follows:
 1. Establishment of the Oversight Board
 2. Restrictions on non-audit services
 3. Rotation of audit partners
 4. Auditor reports to audit committees
 5. Conflicts of interests
 6. CEO & CFO certification of annual and quarterly reports
 7. Internal control report and auditor attestation
- D- The requirements concerning internal controls for public companies
- E- A discussion of the types of services considered “unlawful” if provided to a publicly held company by its auditor
- F- A discussion of the broader impact of the act on auditors
- G- A discussion from the legal and ethical viewpoint of the level of success the Act has had in preventing cases such as Enron.

The final project is expected to be 1200-1700 words long plus the following:

- A- cover page
- B- abstract
- C- reference page and appendices (if needed).

The paper is to be typed, double-spaced and written following the current edition of APA form and style. The final paper will be graded on the:

- A- Critical thinking and problem solving: applicability of the subject matter to the course objectives = 35%
- B- Information literacy: quantity and quality of information meets the course objectives = 30%
- C- Communications: quality of writing = 25%
- D- Adherence to the APA current edition form and style = 10%

Grading Criteria

Grading Scale

A	100 – 93
A-	92 – 90
B+	89 – 88
B	87 – 83
B-	82 – 80
C+	79 – 78
C	77 – 73
C-	72 – 70
F	69 and below

Grading requirements

<i>Attendance/participation/discussion questions</i>	<i>10%</i>
<i>Midterm Exam</i>	<i>20%</i>
<i>Final Exam</i>	<i>30%</i>
<i>Sarbanes Oxley and Enron paper (LASA)</i>	<i>25%</i>
<i>Instructor Determined</i>	<i>15%</i>
	<i>100%</i>

Library

All resources in Argosy University's online collection are available through the Internet. The campus librarian will provide students with links, user IDs, and passwords.

All resources in Argosy University's online collection are available through the Internet. Students can access the online collection by logging into the student portal and clicking on the library link. Library Resources: Argosy University's core online collection features over 48, 889 full-text journals and 23,000 electronic books and other content covering all academic subject areas including Business & Economics, Career & General Education, Computers, Engineering & Applied Science, Humanities, Science, Medicine & Allied Health, and Social & Behavior Sciences. Many titles are directly accessible through the Online Public Access Catalog at <http://library.argosy.edu>.

In addition to online resources, Argosy University's onsite collections contain a wealth of subject-specific research materials searchable in the Online Public Access Catalog. Catalog searching is easily limited to individual campus collections. Alternatively, students can search combined collections of all Argosy University Libraries. Students are encouraged to seek research and reference assistance from campus librarian.

Academic Policies

Academic Dishonesty/Plagiarism: In an effort to foster a spirit of honesty and integrity during the learning process, Argosy University requires that the submission of all course assignments represent the original work produced by that student. All sources must be documented through normal scholarly references/citations and all work must be submitted using the current edition of the *Publication Manual of the American Psychological Association*. Students are encouraged to purchase this manual and become familiar with its content as well as consult the Argosy University catalog for further information regarding academic dishonesty and plagiarism.

Scholarly writing: The faculty at Argosy University is dedicated to providing a learning environment that supports scholarly and ethical writing, free from academic dishonesty and plagiarism. This includes the proper and appropriate referencing of all sources. You may be asked to submit your course assignments through "Turnitin," (www.turnitin.com), an online resource established to help educators develop writing/research skills and detect potential cases of academic dishonesty. Turnitin compares submitted papers to billions of pages of content and provides a comparison report to your instructor. This comparison detects papers that share common information and duplicative language.

Americans with Disabilities Act Policy

It is the policy of Argosy University to make reasonable accommodations for qualified students with disabilities, in accordance with the Americans with Disabilities Act (ADA). If a student with disabilities needs accommodations, the student must notify the Director

of Student Services. Procedures for documenting student disability and the development of reasonable accommodations will be provided to the student upon request.

Students will be notified by the Director of Student Services when each request for accommodation is approved or denied in writing via a designated form. To receive accommodation in class, it is the student's responsibility to present the form (at his or her discretion) to the instructor. In an effort to protect student privacy, the Department of Student Services will not discuss the accommodation needs of any student with instructors. Faculty may not make accommodations for individuals who have not been approved in this manner.

The Argosy University Statement Regarding Diversity

Argosy University prepares students to serve populations with diverse social, ethnic, economic, and educational experiences. Both the academic and training curricula are designed to provide an environment in which students can develop the skills and attitudes essential to working with people from a wide range of backgrounds.