



**UNIVERSITY OF
NORTHWESTERN**
ST. PAUL

OFFICE OF ADULT
& GRADUATE STUDIES

BUA5712

Managerial Accounting

FALL 2020

SYLLABUS

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BUA5712 Managerial Accounting

University of Northwestern – St. Paul

COURSE DESCRIPTION

While financial accounting reports a firm's performance to external stakeholders, internal managers require a deeper quantification of performance to measure results and direct needed improvement. This course is designed to give students and understanding of how a firm's financial performance is the result of internal performance and the measure thereof, including cost, margin, and investment. Particular attention is given to cost allocation including Activity-Based-Costing, contribution margin analysis, budgeting, and performance evaluation. Ethical aspects of managerial accounting are examined throughout the course.

Credits: 4

Prerequisites: C or better in BUA5710

INSTRUCTOR INFORMATION

Please see "Contacting the Instructor" on the course site.

COURSE OUTCOMES

At the end of this course, a successful student will be able to

- CO-1. Demonstrate an understanding of the role of managerial accounting
- CO-2. Effectively use cost accounting data in operational and strategic decision making
- CO-3. Apply ethics and ethical behavior to cost accounting
- CO-4. Justify short and long-term operational decisions based on relevant cost variables
- CO-5. Critique various cost accounting trends; process improvement, Activity Based Costing, hybrid costing system

MATERIALS

Required Textbooks and Materials

Blocher, Edward J., Stout, David E., Juras, Paul E., & Smith, Steven, *Cost Management A Strategic Emphasis, Eighth Edition*. Publisher: New York, NY: McGraw-Hill Education. Year: 2019.

Bohmer, Richard, M. J. "Virginia Mason Medical Center" Case Study **(for purchase on course site)**

Required Tools

For this course, students will need access to Microsoft Office (available at no cost to students through the University of Northwestern-St. Paul), a PDF reader, and a standard internet browser. Please refer to the Tech Requirements found in the Technology Help section at the top of the course site for the full requirements.

GRADING POLICIES AND PROCEDURES

Course Grade Explanation

Assignments	Grade Weight
Weekly Discussion Forums	20
Weekly Exercises	30
Individual Case Study Review and Summary Reports	30
Final Professional Interview Paper	10
Final Professional Interview Presentation	<u>10</u>
Total	100

Grading Scale Percentages

A	≥ 93	B	≥ 83	C	≥ 73	D	≥ 63
A-	≥ 90	B-	≥ 80	C-	≥ 70	D-	≥ 60
B+	≥ 87	C+	≥ 77	D+	≥ 67	F	< 60

Late Work

All assignments are due as described in the course syllabus. Students are responsible for meeting assignment deadlines. Late assignments will be deducted one full letter grade (e.g., A to B) per day; late assignments will not be accepted for a grade beyond 3 calendar days past the original deadline. Forum discussion activities must be completed on time; late forum posts will not receive any credit. Students should contact the instructor via e-mail if an extenuating circumstance exists.

Feedback Expectations

Students should expect feedback for their submitted assignments within 5 days of the assignment due date or the time of their submission, whichever is later.

INSTITUTIONAL POLICIES AND SERVICES

Guidelines and Information

Students are responsible for policies and procedures found in the Office of Adult & Graduate Studies Catalog located on theROCK. These policies include the following:

- Deadlines for dropping or withdrawing
- Attendance
- Class cancellations
- Plagiarism and cheating
- Grading System
- Complaints, exceptions, and appeals

Instructors may have course-related expectations that further detail the policies and procedures outlined in the catalog. Any such expectations must be provided to students in writing (e.g., handout, course site posting) prior to or at the beginning of the class.

Traditional undergraduate students enrolled in A&GS courses are subject to the traditional undergraduate student handbook for all non-course-specific policies and procedures.

Academic Integrity

Members of the Northwestern community mutually commit to personal integrity and honesty. Students submitting work are expected to convey their own thoughts unless the source is cited appropriately. Plagiarism, cheating, and other forms of academic dishonesty violate ethical and intellectual principles.

In every course, students are required to view the Understanding Plagiarism video and complete the Understanding Plagiarism Quiz prior to completing any of the course content. These items are part of the course orientation.

Academic Achievement/

UNW students requesting academic accommodations in association with the Americans with Disabilities Act (ADA) are directed to notify [Disability Services](#) to begin the application process. Academic Achievement also provides the following: [Writing and Subject Tutoring](#), advocating, transitional skill building, [Academic Coaching](#) (organization, time management, test taking, etc.).

Contact Academic Achievement for more information: AcademicAchievement@unwsp.edu • 651-628-3316 • N4012 (Revised 06/20)

Support Services

Links to support services are available found in the Student Services section at the top of the course site.

COURSE POLICIES AND INFORMATION

Email and Announcements

Students are responsible to regularly check their Northwestern student email and the announcements in the course site in order to receive updates and information.

Attendance

Due to the accelerated nature of the online curricula, students are expected to participate in all course activities. Students must contact the faculty member in advance or as soon as possible if unable to participate in all or part of the course activities for a given week because of a medical (which includes having to quarantine or isolate due to COVID-19 exposure or confirmed illness), family, or work-related emergency. Students should refer to their course syllabus and/or faculty member for specific requirements. Students who do not participate in course activities and fail to withdraw from the course will receive a failing "F" grade.

Submission Standards

All assignments, unless otherwise stated, must be submitted on the course site in Microsoft Word document format (.doc or .docx). For all assignments, use a standard readable font, double-spaced, etc.

Critical Response to Alternate Viewpoints

When students are reading or viewing course materials, they may encounter viewpoints, words, or images that their instructors would not use or endorse. Students should know that materials are chosen for their value in learning to read, write, and view critically, not because the materials are necessarily Christian.

Scholarly Research

Quality participation in this course requires contribution of scholarly research to class interactions. Students can engage in external research via the Berntsen Library website by performing a search of the 60+ databases available to students. Also available on the library site are multiple tutorials to educate learners in effective search techniques. Other credible journals/articles are options as well.

ASSIGNMENTS

See the course site for complete details on the assignments.

Reading

Follow the course Schedule and be prepared weekly to engage in discussions of the reading material, online discussion questions, and textbook exercises.

The purpose of managerial accounting is stated to have three key tasks: “1) determining the costs of an organization’s products and services, 2) planning future activities, and 3) comparing actual results to planned results.” As you move through this course, you will become more aware of how these three key tasks relate to real life situations and decision-making roles within organizations.

Video Clips

Your course includes reference to various video clips that are designed to enhance your written course materials, not replace them. These clips are offered to demonstrate the material in a more visual method, and walk the viewer through examples of the material that is presented in your text.

Weekly Discussion Forums

Learning in this course relies on developing shared understanding through social learning and dialogue surrounding intensive hands-on experience. Engage your peers and instructor by replying to their ideas with questions, suggestions, or examples that extend or challenge their ideas and stimulate further conversation.

Initial participation in each forum is due on Day 4 of each week and follow-up participation is due by Day 7 each week. Earlier and more frequent participation is recommended since others depend on your contributions.

Posts should be concise and conversational, stating the following elements:

- What you think
- Why you think it
- What more you would like to know or understand

Be intentional to support your claims in each post with at least two of the following, all three if possible:

- Personal experience or applications
- Connections to course content (readings, videos, etc.)
- External research or current events

Complete grading expectations are noted in the Weekly Discussion Rubric on the course site.

Weekly Chapter Exercises

Each week you will be required to complete and submit Chapter Problems and Exercises that are found at the completion of each chapter in your text. These problems and exercises must be submitted through Moodle. They will not be accepted if they are submitted through McGraw Hill Connect. Responses must be typed, with tables inserted into the document where required and appropriate. All documents must have your **name typed on the first page of the document** to receive credit. File names including your last name are helpful, but are not a substitute for your name typed on the first page of your assignment when viewed or printed.

Individual Case Studies

Several case studies will be reviewed during this course to help you apply what you have studied in a real world situation. These case studies will be available on the course site under the resource section in each applicable week. A minimum of a two page summary of your analysis, response and recommendation for each case study is required.

Professional Interview and Final Presentation

Managerial Accounting is needed to provide relevant information to managers of an organization. As you have learned, the three main areas that managerial accounting assists managers is with 1) determining the cost of an organization's products and services, 2) planning future activities, and 3) comparing actual with planned results.

During this assignment, you will conduct a professional interview with an individual that has working knowledge of their organizations cost accounting system. You will develop a list of questions to determine the success of their managerial/cost accounting practices and submit them to your instructor prior to your interview. You will assess the organization and the information you have gathered and present it to the class via Voice Thread presentation. Submit your final 5-6 page analysis by Day 7, Week 8 as well.

COURSE SCHEDULE

Format

This course is delivered in an online format that provides all learning activities online. The day the course starts is considered Day 1 of Week 1 for the course. For example, if a course begins on a Monday, then Day 1 is Monday, Day 4 is Thursday, and Day 7 is the following Sunday.

This course is an accelerated course. As a rule of thumb, students should expect to spend on average 17.5 hours on course work each week.

Due Dates

Unless otherwise noted, all assignments are to be submitted on the course site by 11:59 p.m. CT on Day 7 of each week. Please see the following schedule for details on when an assignment is due.

For any questions regarding these assignments, contact the instructor.

Orientation

- Read the Getting Started Page
- Participate in the Introductions Forum
- View and Complete Understanding Plagiarism Presentation and Quiz

- Complete Student Responsibilities Exercise

Week 1

Due Day 4

- Familiarize yourself with the syllabus and course site
- Post in the Introductions Forum
- Read Blocher, Stout, Juras, Cokins, Chapters 1-4, pages 1-127
- View the following video clips:
 - Introduction to Managerial Accounting
https://www.youtube.com/watch?v=KCyg8-zM9bA&list=PL_KGEFWqEaTAswdGBQr2YwKDQoKz84iox
 - SWOT Analysis
https://www.youtube.com/watch?v=l_6AVRGLXGA
 - Balanced Scorecard
<https://www.youtube.com/watch?v=6AwStmfS2HY>
 - Cost Drivers
<https://www.youtube.com/watch?v=qFStXxVztsM>
 - 3 Types of Manufacturing Costs
https://www.youtube.com/watch?v=bgp_AAxUJpQ
- Weekly Discussion
 - Post initial dialogue in Wk1 Discussion Forum

Due Day 7

- Weekly Discussion
 - Post additional dialogue to two peer posts in Wk1 Discussion Forum
- Complete and Submit Problems/Exercises: 1-55, 2-51, 2-52, 2-53, 2-54, 2-55, 3-56, 3-57, 4-49

Week 2

Due Day 4

- Read Blocher, Stout, Juras, Cokins, Chapters 5-7, pages 128-254
- Read Week 2 Case Study, Improving Production at Beothic Fish Processors, Ltd.
- View the following video clips:
 - Activity Based Costing
<https://www.youtube.com/watch?v=QaVlWoaBytQ&t=85s>
 - Customer Profitability Analysis
<https://www.youtube.com/watch?v=dO45fx-LI2Q>
 - Process Costing
<https://www.youtube.com/watch?v=guZc84c5HNI&t=27s>
 - Job Order Costing
https://www.youtube.com/watch?v=Uw_52M9GLbg&t=1s
- Weekly Discussion
 - Post initial dialogue in Wk2 Discussion Forum

Due Day 7

- Weekly Discussion
 - Post additional dialogue to two peer posts in Wk2 Discussion Forum

- Complete and Submit Problems/Exercises: 5-42, 6-43, 6-44, 7-44, 7-48
- Submit Week 2 Case Study, Improving Production at Beothic Fish Processors, LTD analysis paper

Week 3

Due Day 4

- Read Blocher, Stout, Juras, Cokins, Chapters 8-10, pages 255-393
- Read Week 3 Case Study, Essex Engineering
- View the following video clips:
 - Mixed Costs
<https://www.youtube.com/watch?v=1SdvOAnANO8>
 - High-Low Method
https://www.youtube.com/watch?v=PLMcLKUgq_I
 - Least Squares Regression Method
<https://www.youtube.com/watch?v=Z4Wg9OLHzKU>
 - Cost Volume Profit Analysis (CVP)
<https://www.youtube.com/watch?v=Nw2lioaf6Lc&t=73s>
 - CVP – Target Profit
<https://www.youtube.com/watch?v=4U60Ya5ysMU&t=24s>
 - Master Budget
<https://www.youtube.com/watch?v=Wy9MGfJS7ZA>
- Weekly Discussion
 - Post initial dialogue in Wk3 Discussion Forum

Due Day 7

- Weekly Discussion
 - Post additional dialogue to two peer posts in Wk3 Discussion Forum
- Complete and Submit Problems/Exercises: 8-42, 8-58, 9-37, 9-48, 10-50, 10-51
- Submit Wk 3 Case Study, Essex Engineering analysis paper
- Post full details on the weekly forum of your selected interview professional including:
 - Name of Professional/Title
 - Company/Organization Name
 - Industry
 - Product/Service provided

Week 4

Due Day 4

- Read Blocher, Stout, Juras, Cokins, Chapters 11-13, pages 394-539
- Read Wk 4 Case Study, Cape Breton Wallcoverings
- View the following video clips:
 - Relevant Costs
<https://www.youtube.com/watch?v=X037nQVxLbc>
 - Make Vs. Buy
<https://www.youtube.com/watch?v=vxZSaDtQgrs>
 - Sell Before or After Additional Processing:
<https://www.youtube.com/watch?v=5bwD-jhZVHU>
 - Keep or Drop a Product

- <https://www.youtube.com/watch?v=d66d6znbZU0>
 - Net Present Value (NPV)
 - <https://www.youtube.com/watch?v=HFFkFMfotT0>
 - Payback Method
 - <https://www.youtube.com/watch?v=YX4NoZN8YWU>
 - Internal Rate of Return (IRR)
 - <https://www.youtube.com/watch?v=OSDDrZZaV8E>
 - Weekly Discussion
 - Post initial dialogue in Wk4 Discussion Forum

Due Day 7

- Weekly Discussion
 - Post additional dialogue to two peer posts in Wk4 Discussion Forum
- Submit Wk 4 Case Study, Cape Breton Wallcoverings
- Complete and Submit Problems/Exercises: 11-40, 12-39, 12-44, 13-38, 13-46

Week 5

Due Day 4

- Read Blocher, Stout, Juras, Cokins, Chapters 14-16, pages 540-683
- View the following video clips:
 - Flexible Budget
 - <https://www.youtube.com/watch?v=JHVaey2WdPE>
 - Standard Costs and Variance Analysis
 - <https://www.youtube.com/watch?v=yW0dzhjHNSM>
 - Profit Variance Analysis
 - https://www.youtube.com/watch?v=kjgx_jPiys4
 - Variable Overhead Spending Variance
 - <https://www.youtube.com/watch?v=7GuBJBxjHHE>
 - Fixed Overhead Spending Variance
 - <https://www.youtube.com/watch?v=PXNHs2OCwbE>
- Read Wk 5 Case Study, Bev's Ceramics and Crafts
- Weekly Discussion
 - Post initial dialogue in Wk5 Discussion Forum

Due Day 7

- Weekly Discussion
 - Post additional dialogue to two peer posts in Wk5 Discussion Forum
- Submit Wk 5 Case Study, Bev's Ceramics and Crafts
- Complete and Submit Problems/Exercises: 14-43, 14-48, 15-38, 15-40, 16-57, 16-58
- Complete and Submit Professional Interview questions to instructor

Week 6

Due Day 4

- Read Blocher, Stout, Juras, Cokins, Chapters 17-18, pages 684-783
- Read Wk 6 Case Study, HBR – Virginia Mason Medical Center
- View the following video clips:

- **Process Excellence** (4 minutes):
 - <https://www.youtube.com/watch?v=8ckn9KjkgK0>
- **Process before and after Lean event**
 - <https://www.youtube.com/watch?v=RMZs0j2BZSw>
 - https://www.youtube.com/watch?v=zgRRU_Ny4jY
- **Balanced Scorecard**
 - <https://www.youtube.com/watch?v=6AwStmfS2HY>
- **Cost Center**
 - <https://www.youtube.com/watch?v=CF989VgsYvI>
- **Revenue Center**
 - <https://www.youtube.com/watch?v=hRIYRJSY01U>
- **Profit Center**
 - <https://www.youtube.com/watch?v=mi-GrnO280E>
- **Weekly Discussion**
 - Post initial dialogue in Wk6 Discussion Forum

Due Day 7

- **Weekly Discussion**
 - Post additional dialogue to two peer posts in Wk6 Discussion Forum
- Submit Wk 6 Case Study, HBR – Virginia Mason Medical Center
- Complete and Submit Problems/Exercises: 17-66, 17-71, 18-51, 18-52
- Complete Interview with selected professional

Week 7

Due Day 4

- Read Blocher, Stout, Juras, Cokins, Chapters 17-18, pages 684-783
- View the following video clips:
 - Return on Investment (ROI)
 - <https://www.youtube.com/watch?v=nizHo7F3yi8>
 - ROI vs. Residual Income
 - <https://www.youtube.com/watch?v=R1S6q8rtkZY>
 - Economic Value Added (EVA)
 - https://www.youtube.com/watch?v=_56vCwvdkys
 - Transfer Pricing
 - <https://www.youtube.com/watch?v=GPLMVvdPEVg>
 - Enterprise Value
 - <https://www.youtube.com/watch?v=YRJKHtmkbE>
 - Discounted Cash Flow Model
 - <https://www.youtube.com/watch?v=7PpWneOBJls>
 - Multiples Based Valuation
 - <https://www.youtube.com/watch?v=Q3w3lqgC8sY>
- **Weekly Discussion**
 - Post initial dialogue in Wk7 Discussion Forum

Due Day 7

- **Weekly Discussion**
 - Post additional dialogue to two peer posts in Wk7 Discussion Forum

- Complete and Submit Problems/Exercises: 19-37, 19-43, 20-51, 20-52

Week 8

Due Day 4

- No Reading – Finalize Interview Paper and Presentation
- Weekly Discussion
 - Post initial dialogue in Wk8 Discussion Forum
- Post Professional Interview VoiceThread to Presentation forum

Due Day 7

- Weekly Discussion
 - Post additional dialogue to two peer posts in Wk8 Discussion Forum
- Submit Professional Interview Paper
- Present Professional Interview Information to Class