

Brandeis University
Heller School for Social Policy and Management
MANAGERIAL ACCOUNTING - HS 251b
Spring 2008

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PURPOSE AND OBJECTIVES:

The purpose of this course is to provide a general introduction to the concepts, problems and issues related to managerial accounting. Managerial accounting predominantly addresses the internal use of economic information regarding the resources used in the process of producing goods and providing services. Internal users of accounting information are all of those individuals that are involved in the business decision-making process of the economic entity. In the course, you will become acquainted with some of the conventional methods of internal reporting used in planning, control and decision-making. Fundamental aspects of cost behavior and cost accounting will also be discussed, but always from the perspective of the manager who must make decisions rather than the accountant who prepares the information.

The primary emphasis of managerial accounting is to address accounting issues and decisions that that arise within the organization. A critical element that is considered in all management accounting problems is a cost/benefit analysis of the activities involved in problem resolution. From determining whether or not to improve the accuracy with which costs are measured to performing analyses such as evaluating the costs and revenues involved in dropping a service or product line, the internal manager continually faces the fine balance between mission and margin.

Management Discipline Skills and Competencies:

Upon completion of this course, the student will be able to (1) understand the nature of product and service cost measurement and behavior, (2) analyze costs using cost/volume/profit analysis, (3) employ a number of cost allocation techniques and (4) analyze a variety of short term business problems (outsourcing, special orders, etc.) using differential cost approaches, (5) evaluate the costs/benefits associated with capital budgeting problems and (6) prepare, analyze and interpret budgets and variance analysis reports.

TEXTBOOK:

Garrison, Noreen and Brewer, *Managerial Accounting*, 12th Edition (McGraw Hill/Irwin)

GRADING:

Quiz	15%
Mid-Term Exam	35%
Final Exam	35%
Class Participation	15%

GENERAL POLICIES:

Students are expected to attend all class sessions and to actively participate in class discussions. Class participation involves being regularly engaged in the discussion/lecture and making a positive contribution by asking thoughtful questions, sharing relevant experiences, requesting clarification and making comments. All forms of participation should be conducted in a manner that is respectful of fellow students and the professor.

Performance feedback will be provided to students in the form of grades and written comments on exams. The reading and assignment schedule presented in this syllabus is a tentative schedule and is subject to change.

Academic Integrity: Academic integrity is central to the mission of educational excellence at Brandeis University. Each student is expected to turn in work completed independently, except when assignments specifically authorize collaborative effort. It is not acceptable to use the words or ideas of another person- be it a world-class philosophers or your lab partner - without proper acknowledgement of that source. This means that you must use footnotes and quotation marks to indicate the sources of any phrases, sentences, paragraphs or ideas found in published volumes, on the internet, or created by another student. Violations of university policies on academic integrity, described in Section 3 of *Rights and Responsibilities*, may result in failure in the course or on the assignment, and could end in suspension from the University. If you are in doubt about the instructions for any assignment in this course, you must ask for clarification.

Notice: If you have a documented disability on record at Brandeis University and require accommodations, please bring it to the instructor's attention prior to the second meeting of the class. If you have any questions about this process, contact Beth Mann, disabilities coordinator for The Heller School at bmann@brandeis.edu.

READINGS & ASSIGNMENTS

<u>Date</u>	<u>Session</u>	<u>Assignment</u>
1/16	1	Introduction to Management Decision Making and Understanding Cost Behavior in an Organization Reading: Chapters 1 & 2 E2-1, E2-2, E2-7, P2-25, P2-27, P2-28 Case 2-31: Operex
1/23		NO CLASS – BRANDEIS MONDAY
1/30	2	Allocating Common Costs to Products and Services: How Much Does It Really Cost to Produce a Product or Provide a Service? Reading: Chapters 2 & 3 E3-2, E3-3, E3-5, P3-18, P 3-23, P3-27, P3-28 Case: Walking Hand in Hand
2/6	3	Alternative Approaches to Overhead Cost Allocation Reading: Chapters 2 & 3 P3-25, P3-31 Case 8-30: Victorian Windows
2/13	4	Introduction to Cost/Volume/Profit Analysis Reading: Chapters 5 & 6 E5-3, E5-4, E5-9, P5-15, P5-17 E6-3, E6-4, E6-5, E6-7, E6-9, P6-19, P6-22, P6-28 Case: Bristol Co.
2/20		NO CLASS – Mid-Term Recess
2/27	5	Cost/Volume/Profit Analysis QUIZ (Chapters 1, 2, 3 & 5) Reading: Chapter 13 E13-3, E13-4, E13-5, E13-6, E13-13, P13-18, P13-22, P13-25 Case: Happy Homes
3/5	6	Differential Cost Analysis Reading: Chapter 13 P13-19, P13-20

READINGS & ASSIGNMENTS

<u>Date</u>	<u>Session</u>	<u>Assignment</u>
3/12	7	MID-TERM EXAM
3/19	8	Capital Expenditure Decisions Reading: Chapter 14 E14-8, E14-9, E14-11, E14-15, E14-17, P14-31
3/26	9	Capital Expenditure Decisions Reading: Chapter 14 P14-23, P14-28, P14-34 Case 14-39: Wyndham
4/2	10	Budgeting and Profit Planning Reading: Chapter 9 E9-1, E9-3, E9-4, E9-7, P9-13, P9-15
4/9	11	Budgeting and Profit Planning Reading: Chapter 9 P9-16, P9-17 Case Assignment: Katrina's Kids
4/16	12	Variance Analysis and Performance Evaluation Reading: Chapter 10 P10-17, P10-19, P10-20 P10-21, P10-28, P10-30
4/23		NO CLASS – PASSOVER AND SPRING RECESS
4/30	13	Variance Analysis and Performance Evaluation Reading Ch. 11 P11-17, P 11-23, P11-26, P11-29