

Fall 2017 Course Syllabus

Course Number: BA-340

Course Title: Managerial Accounting and Financial Control

Credit: 3 Units (45 hours of lecture)

Days and Time: Wed 12:30pm to 3:15pm

Office hours: Mon and Wed 11:45am-12:30pm or by Appointment

Instructor: Prof. Albert Loh

Course Materials

Textbook: Introduction to Management Accounting, by Horngren, Sundem et. al., 16th edition (January 2013). ISBN-10: 0133058786; ISBN-13: 978-0133058789.

Tools: A handheld calculator (mobile device such as smart phones, tablets, etc. will not be allowed).

Supplemental materials (such as periodical, article, or case study) will be provided in class.

Course Description

Emphasis in this broad based course is on imparting to the student an increased knowledge and understanding of the role of management control in the modern multi-plan organization, as well as the development of skills to be used throughout the cycles of a business in solving managerial control problems. Case materials are accompanied by reading. *Prerequisite: BA 42 or BA 300B*

Learning Objectives

Intense competition in the marketplace has compelled managers to be cost-conscious in planning and allocating resources. To avoid costly errors in decision-making, *relevant, accurate* and *timely* information is needed to measure performance, improve productivity, control operations and manage profitability.

This course exposes students to cost concepts and the application of cost accounting information for income determination, product costing, and process control in management decision-making.

At the end of the course, you will learn different types of costs and their behaviors, cost estimation and allocation, performance measurement, budgeting, breakeven and variance analyses.

Learning Outcomes and Assessment:

Learning outcomes	Assessment activities
An understanding of how managerial accounting is used in decision-making and performance evaluation	Assessed by classroom exercise and closed-book examination.
Differentiate various cost behavior (variable, fixed, direct, indirect, etc.) and its impact on the business.	Assessed by classroom exercise and closed-book examination.
Use of cost-volume-profit analysis as a planning and decision-making tool.	Assessed by classroom exercise and closed-book examination.
An understanding of different costing methods used in inventory valuation and pricing analysis.	Assessed by classroom exercise and closed-book examination.
Demonstrate how materials, labor, and overhead costs are added at various stages of production.	Assessed by classroom exercise and closed-book examination.
Development of budget and followed up with variance analysis to identify deviation from plan.	Assessed by classroom exercise and closed-book examination.
The ability to interpret the impact of selected costing method in operational decision-making.	Assessed by classroom exercise and closed-book examination.

Instructional Methodology

The course will be conducted in the form of lectures and discussions on each topic shown in the class schedule below.

Homework assignment: Every student needs to read the PowerPoint Slides according to the syllabus timetable in preparation for the upcoming class session.

Course Requirements and Evaluation

The class will not begin until all mobile devices are removed and kept away from the student’s desk.

While in class, students are expected to conduct themselves in a professional manner. Professionalism includes regular attendance, participation in class discussions, civil conduct, and ethical behavior, etc. If a student is observed coming to class late often, being disrespectful to peers, texting or using mobile devices, or carrying on personal conversations during lecture, the professionalism portion of the grade will be reduced based on a demerit system. The course begins with each student having the full 50 points. Any absence after the last day to drop a class and/or tardiness without valid reasons greater than 3 times will result in 5 points deduction, respectively. Behavioral offenses such as texting, using of mobile devices, or engaging in disorderly conduct in spite of reminder or warning will result in 10 points deduction.

Higher education is about learning how to learn. So in acquiring new knowledge, always pay attention to the learning objectives of each chapter or topic. In addition, you will enhance your understanding by solving the chapter problems to be assigned in class. Of course, you are welcome to bring questions to class for discussion by reading ahead of each classroom lecture. Achievement is assured when done repetitively.

Your performance in this course will be evaluated under the following model:

Mid-Exam 150 points	A = 361 – 400
Final Exam 200 points	B = 301 - 360
Professionalism: 50 points	C = 241 - 300
Total 400 points	D = 201 - 240
	F = < 200

The mid-term and final exams include open-ended, multiple choice, or both types of questions and problems that are similar to the term assignments. They are designed to test both theory and problem solving. There will be no “mark-up credit” or "extra credit" work during and after the semester. The instructor reserves the right to modify the grading system based on class performance and notification to the students about any change during the semester. You are responsible to keep apprised of any change in syllabus. If you plan to be sick on exam days, please do your exam a day earlier before getting sick.

The key to success in this course is communication and interaction. Thus, we will have to work as a team. First, we will create a positive learning environment where everyone can participate without fear. Second, relevant reading and problem assignments will be presented and discussed in class. When in doubt, ask.

Scholastic Dishonesty

Scholastic dishonesty will not be tolerated. Students who violate rules of academic dishonesty are subject to disciplinary penalties, including failure in the course and/or other actions from the University.

Tentative Class Schedule

Date	Topics
Aug 23	Course overview and Chapter 1
Aug 30	Chapters 2: Cost behavior
Sep 6	Chapter 3: Cost measurement
Sep 13	Chapter 4: Activity-based costing
Sep 20	Chapter 5: Pricing decisions
Sep 27	Chapter 6: Operational decisions
Oct 4	2-Hour Mid-term Exam (Closed Books)
Oct 11	Chapter 7: Budgeting and Mid-term results review
Oct 18	Chapter 8: Variance analysis

Oct 25	Chapter 11: Capital budgeting
Nov 1	Chapter 12: Cost allocation: direct, step-down, and other methods
Nov 8	Chapter 13: Accounting for overhead costs
Nov 15	Chapter 14: Process costing
Nov 29	Final Exam Review
Dec 6	2-Hour Final Exam (Closed Books)

Addendum: Supplemental Course Materials

The PowerPoint slides are designed to give students a head start in learning course materials in a concise and coherent fashion. They are not intended to substitute, but complement, the textbook and classroom lectures. Don't just read; you need to absorb and understand the body of knowledge through a synthesis of critical thinking ability and problem solving skill. Thus attending classroom lectures and completing exercises and assignments are critical to your success.

Syllabus reviewed: Aug 1, 2017.

Appendix. Program and Institutional Learning Outcomes.

Institutional Learning Outcomes (ILOs)	
<i>MBA Graduates of Lincoln University should be able to:</i>	
1b	Recognize and be able to work with the components of reasoning and problem solving; understand concepts, assumptions, purpose, conclusions, implications, consequences, objections from alternative viewpoints, and frame of reference.
2b	Gather and assess relevant information, using abstract ideas to interpret it effectively; to develop well-reasoned conclusions and solutions, and test them against relevant criteria and standards
3b	Be exemplary business professionals and try to ensure that the products of their efforts will be used in socially responsible ways, will meet social needs, and will avoid harmful effects to health and welfare
4b	Lead by example in order to create highly collaborative organizational environment, and be able to develop and use strategies to encourage employees at all organizational levels to do the same.
5b	Set goals and have a vision of the future. The vision should be owned throughout the organization. As effective leaders, they should habitually pick priorities stemming from their basic values.
6b	Continually look for, develop, and offer new or improved services, and be able to use original approaches when dealing with problems in the workplace.
7b	Demonstrate fluency in the use of tools, technologies and methods in the field. They should know how to evaluate, clarify and frame complex questions or challenges using perspectives and scholarship from the business discipline.

Program Level Outcomes (PLOs)	
<i>Students graduating our MBA program will be able to:</i>	
1	Develop and exhibit applied and theoretical knowledge in the field of management and business administration
2	Use theoretical knowledge and advanced problem-solving skills to formulate solutions and identify risks in the following fields: international business, finance management, general business, human resources management, management information systems, marketing management
3	Communicate within a highly specialist environment that allows the presentation of critiques of complex strategic matters
4	Demonstrate autonomy, creativity, and responsibility for managing professional practices
5	Demonstrate leadership and set strategic objectives for team performance
6	Identify ethical issues/problems in business organizations and reach decisions within ethical framework

Institutional Learning Outcomes (ILOs)

A Graduates of Lincoln University MS Program should be able to

1	Recognize and be able to work with the components of reasoning and problem solving; understanding concepts, assumptions, purpose, conclusions, implications, consequences, objections from alternative viewpoints, and frame of reference.
2	Gather and assess relevant information, using abstract ideas to interpret it effectively; being able to develop well-reasoned conclusions and solutions, and testing them against relevant criteria and standards
3	Be exemplary business professionals and try to ensure that the products of their efforts will be used in socially responsible ways, will meet social needs, and will avoid harmful effects to health and welfare
4	Lead by example in order to create highly collaborative organizational environment, and be able to develop and use strategies to encourage employees at all organizational levels to do the same.
5	Set goals and have a vision of the future. The vision should be owned throughout the organization. As effective leaders, they should habitually pick priorities stemming from their basic values.
6	Continually look for, develop, and offer new or improved services, and be able to use original approaches when dealing with problems in the workplace.
7	Demonstrate fluency in the use of tools, technologies and methods in the field. They should know how to evaluate, clarify and frame complex questions or challenges using perspectives and scholarship from the business discipline.

Program Level Outcomes (PLOs)

Students graduating our MS in Finance Management program will be able to:

1	Demonstrate expert-level understanding of the aspects of finance management including mathematical, statistical, financial, and economic.
2	Develop knowledge of finance management including international finance, international securities, commercial banking and lending, investment science, real estate, and stock market.
3	Recognize financial problems and provide creative solutions. Integrate theory and practice for strategic analysis in the field of finance management.
4	Apply quantitative methods of analysis to analyze financial data.
5	Communicate to relevant audiences including written and oral communication.
6	Work effectively with a team of colleagues on diverse projects.
7	Identify and analyze the ethical obligations and responsibilities in the field of finance management.

Institutional Learning Outcomes (ILOs)

A Graduates of Lincoln University MS Program should be able to

1	Recognize and be able to work with the components of reasoning and problem solving; understanding concepts, assumptions, purpose, conclusions, implications, consequences, objections from alternative viewpoints, and frame of reference.
2	Gather and assess relevant information, using abstract ideas to interpret it effectively; being able to develop well-reasoned conclusions and solutions, and testing them against relevant criteria and standards
3	Be exemplary business professionals and try to ensure that the products of their efforts will be used in socially responsible ways, will meet social needs, and will avoid harmful effects to health and welfare
4	Lead by example in order to create highly collaborative organizational environment, and be able to develop and use strategies to encourage employees at all organizational levels to do the same.
5	Set goals and have a vision of the future. The vision should be owned throughout the organization. As effective leaders, they should habitually pick priorities stemming from their basic values.
6	Continually look for, develop, and offer new or improved services, and be able to use original approaches when dealing with problems in the workplace.
7	Demonstrate fluency in the use of tools, technologies and methods in the field. They should know how to evaluate, clarify and frame complex questions or challenges using perspectives and scholarship from the business discipline.

Program Level Outcomes (PLOs)

Students graduating our MS in International Business program will be able to:

1	Demonstrate expert-level understanding of the aspects of international business
2	Exhibit deep knowledge of international dimensions of business functioning, including marketing, finance, management, operations, accounting, and entrepreneurship
3	Recognize business problems and provide creative solutions. Integrate theory and practice for strategic analysis in the field of international business.
4	Apply quantitative and qualitative methods of analysis to business situations in a complex global business environment
5	Develop and exhibit effective communication skills for relevant international audiences.
6	Work effectively with a team of international colleagues on diverse projects
7	Identify and analyze the ethical obligations and responsibilities in the field of international business

Institutional Learning Outcomes (ILOs)	
<i>DBA Graduates of Lincoln University should be able to:</i>	
1c	Incorporate various modes of thinking, among them: scientific thinking, mathematical thinking, historical thinking, anthropological thinking, economic thinking, and moral thinking.
2c	Operate within alternative systems of thought, recognizing and assessing the needs, with related assumptions, implications, and practical consequences; and being able to communicate results effectively with others in figuring out solutions to complex problems
3c	as exemplary business professionals, minimize the possibility of indirectly harming others by following accepted standards at local, national or international levels; to be able to assess the likelihood and physical and social consequences of any developed product's harm to others.
4c	Integrate collaboration into organizational workflows, create a supportive environment for collaboration and teamwork, and lead by example.
5c	Have perseverance to accomplish a goal despite potential obstacles, use sound judgments to make decisions at a right time, and make timely appropriate changes in thinking, plans, and methods in achieving organizational goals.
6c	Set up realistic goals for the organization, encourage innovative strategies, and convey a clear sense of future direction to employees.
7c	Formulate and arrange ideas, designs, or techniques, and apply them to specific issues and problems. They should be able to apply current research, scholarship and or/techniques in the field.

Program Level Outcomes (PLOs)	
<i>Students graduating our DBA program will be able to:</i>	
1	Demonstrate advanced knowledge and competence in the latest academic theories, concepts, and techniques in the field of business administration.
2	Demonstrate effective research skills including formulation of research problem; integration of previous literature into an appropriate literature review; design of a research study; data analysis; and summary and presentation of results.
3	Create and present advanced forms of oral and written communications, including teaching and advising.
4	Generate, evaluate and assess the ethical obligations and responsibilities of business for the purpose of responsible management.
5	Apply the knowledge from the area of specialization and provide consulting to other business industries or other fields.