

# SYLLABUS

## UCLA Anderson School of Management

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Course Title	<b>Management Accounting</b>
Course Number	Management 122, Section 1 & 2
Quarter	Winter 2012
Instructor	Danny S. Litt
Meeting Times	Section 1: Tuesday & Thursday, 8:00am-9:20am Section 2: Tuesday & Thursday, 9:30am-10:50am
Meeting Dates	January 10, 2012 – March 15, 2012
Final Exam Date	Saturday, March 17, 2012, 8:00am-11:00am
Class Location	Fowler, Room A139
UCLA Office	Anderson School of Management, Room D 406
UCLA Office Phone Number	310-825-8828 (leave message)
UCLA Office Hours	Tuesday & Thursday, 1:00pm or by appointment
UCLA E-mail address	<a href="mailto:dlitt@ucla.edu">dlitt@ucla.edu</a> ( <i>reference Management 122</i> )

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### **COURSE DESCRIPTION**

Covers the techniques of interpreting and analyzing financial and accounting data for management control. The student will learn how to examine financial information, perform cost-volume-profit analysis, capital budgeting, profit planning, budgeting, and evaluate cost control, overhead costs and financial statement analysis. The student will develop an understanding of financial and accounting information needed by management to assist in the control of operations. **This is an “impacted” class and you may only drop within the first two weeks.**

### **COURSE GOALS AND OBJECTIVES**

The lecture series and textbook are divided into three parts. The initial series of sessions will provide a basic introduction and critical cost information derived from managerial accounting. This section is designed to provide additional introductory material.

The second series of sessions demonstrates how accounting and financial information is used in the planning and control of a business entity. It is designed to cover the cost analysis and planning phases of business operations and how managerial accounting information is used in short-term and long-term decision-making.

The third series of sessions covers how accounting and financial information is used in the decision-making process. It is designed to cover the control aspect of the class and how managerial accounting information contributes toward the achievement of a company’s goals.

After completing this course, the student should be able to:

- Understand the sources of accounting and financial information and how these numbers are used in the management decision-making process.
- Interpret accounting and financial data for the use in planning business operations.
- Use accounting and financial data to control the operations and make operational decisions to improve the company’s financial performance.

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### TOPICS INCLUDE

- Cost Terms
- Job-Order Costing Systems
- Process Costing Systems
- Cost-Volume-Profit Analysis
- Variable Costing
- Profit Planning
- Capital Budgeting
- Using Cost Data in Decision Making

### REQUIRED COURSE TEXT

*Managerial Accounting*, 14<sup>th</sup> Edition

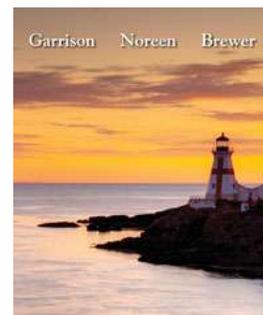
Garrison, Noreen & Brewer

Irwin McGraw-Hill, 2012

ISBN: 0078111005

The textbook has its own website at: [http://highered.mcgraw-hill.com/sites/0078111005/information\\_center\\_view0/](http://highered.mcgraw-hill.com/sites/0078111005/information_center_view0/)

Click on the *student center* and you can download spreadsheets, PowerPoints, etc.



### RECOMMENDED READING

Current daily issues of the *Wall Street Journal*.

Current issues of *Business Week* Magazine.

### GRADING SCALE

The grades are indicators of the relative knowledge and skill of a student as compared to the performance of other students in the course. The grades in the course will be adjusted so that the mean or average in the class will be a C+ to B-; a grade of approximately 2.5 or greater.

“Grades are almost completely relative, in effect ranking students relative to others in their class. Thus extra achievement by one student not only raises his position, but in effect lowers the position of others.” [James S. Coleman](#)

The grade you receive is the one you earn relative to the rest of the class. It is not the grade you need to get into the accounting minor or the grade you think you deserve or desire.

### GRADING

Course grades are based on the following:

	Points	Percentage (%)
Case 1	50	10
Case 2	50	10
Exam 1	200	40
Exam 2	200	40
Total	<u>500</u>	<u>100%</u>

Exam 1 will cover the material preceding the exam and is anticipated to last one and one-half hours. Exam 2 is cumulative, with emphasis on the later chapters, and will be approximately three hours in length. **There will be no makeup exams.**

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Each student is expected to attend regularly and be prepared to discuss the material covered that day. The course topics are to be read within the week they are assigned. Each student is individually responsible for completing the required assignments prior to the beginning of class and for bringing the assignment to class. Students may be asked to explain their solutions of the homework assignments to the class. These homework assignments will not be submitted. There may be “pop” quizzes.

### EXAMS

There will be two exams. Each exam is worth 200 points for a total of 400 points or 80% of the grade. These exams will relate to the relevant course material and will be application oriented. **There are no make-up exams.** More information will be provided later.

### CASES

There will be two cases examining various management accounting principles that relate to the class material. Each case is worth 50 points. More information will be provided later.

The students will organize themselves into groups of three to six by the second class meeting. Each group will submit solutions to the two graded case assignments. Once groups are formed, case write-ups are a group responsibility. High quality is expected, in both content and form. Content includes specificity, completeness, clarity, grasp of significant issues, and originality. Form includes grammar, punctuation, spelling, conciseness, organization, and legibility. Cases may require significant computer analysis, e.g. Excel spreadsheets.

Proper case write-ups have several attributes. They are prepared on a word processor, double-spaced, letter quality, and concise (less than ten pages, not counting exhibits and executive summary). They typically begin with an executive summary. They do not restate case facts except as brief citations to support arguments or conclusions. They go beyond merely answering the required assignment questions to demonstrate a significant grasp of issues. If there is a required executive summary, it should be no longer than a few pages. It should only present major conclusions, summary numbers and recommendations. It should not summarize reasoning, evidence, or arguments, nor should it present any facts from the case.

Each group must work together jointly, not by dividing the work into parts. If one or more group members do not participate, omit their names from the group paper or as Donald Trump says: “You’re fired.” Each group’s members are urged to study together, assist each other, and learn from each other. This approach generally improves an individuals’ learning. Each individual is ultimately responsible for performing, however, so the group must evaluate the members of its group with respect to work, effort and performance.

### POLICY ON INCOMPLETE GRADE

The grade Incomplete (“I”) may be assigned only in cases where:

- The student’s work is of passing quality at the time the incomplete grade is granted and only a small portion of the coursework remains unfinished.
- The coursework has not been completed due to extraordinary and verifiable circumstances (such as illness, death in the immediate family, or other similar situations).
- The student agrees to complete the coursework as soon as possible within the following quarter. Note that if the coursework is not completed by the following quarter, the incomplete grade will automatically be converted to an “F.”
- The instructor agrees to give a grade of “incomplete” and evaluate the remaining coursework if turned in during the following quarter.

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The **AGREEMENT FOR ASSIGNMENT OF A GRADE OF “INCOMPLETE”** form must be signed by both the student and the instructor, and approved by the Director of the Undergraduate Accounting Minor Program.

If a student has not completed the course, does little or no work during the quarter and does not have the appropriate good cause, the student’s grade will be posted as F, NP or U as appropriate.

### CLASS WEBSITE

The website for our class was created in Moodle, an open source Course Management System (CMS). Our course can be accessed via the following methods:

- CCCLE website, <http://ccle.ucla.edu> - look under the Management category, Winter 12 folder for our class.
- Registrar website, [www.registrar.ucla.edu](http://www.registrar.ucla.edu) – look under Schedule of Classes. In the course detail there is a link to our class.
- Students who have enrolled in the class can find the course website under My UCLA, <http://my.ucla.edu/>

### EMAIL POLICIES

Emails are a useful and expeditious communication tool. Responses to all emails will be within 24 hours, including weekends. However, a few individuals view email as an around-the-clock substitute for attending class or interacting with classmates. As such, before sending an email, please consider:

1. Administrative issues and topics discussed in a class you missed should be directed to a fellow classmate.
2. Unless a matter is urgent, please save your inquiry for the next class session or for office hours. Personal conversations will allow a more thorough answer, gain an insight into your conceptual struggles, understand any faulty underlying assumptions, and diagnose your problem more accurately.
3. There are many subjects that are too sensitive to discuss over email mainly because misinterpretation could have serious consequences. Some topics that should generally be resolved outside of email are:
  - Disciplinary action
  - Conflicts about grades or personal information. I am happy to discuss your grades in person. Privacy laws prevent me from using email.
  - Concerns about fellow classmates/groupmates
  - Complaints
4. If your email concerns grading records or the textbook, please assume that these items may not be with me when I receive your email.
5. Be concise and to the point. Do not make an e-mail longer than it needs to be. Remember that reading an e-mail is harder than reading printed communications and a long e-mail can be very discouraging to read. Extremely long emails take longer to elicit a response.
6. Please state discrete questions that call for succinct answers. If you pose more than one question, please number your questions, so they can be referred to by number.
7. Read the email before you send it. A lot of people don't bother to read an email before they send it out, as can be seen from the many spelling and grammar mistakes contained in emails. Apart from this, reading your email through the eyes of the recipient will help you send a more effective message and avoid misunderstandings and inappropriate comments.

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If your email meets the above criteria, be sure to type **UCLA and the course number** in the subject heading of your email. Otherwise, it will end up in my “junk” mail folder and go unread.

#### LESSON PLAN

All homework assignments are from Garrison, Noreen & Brewer and are due the assigned date. (P=Problems. Px-n, where x is the chapter and n is the problem number)

Class	Date	Chapter	Topic	Homework
1	1/10/12		Introduction	
2	1/12/12	1	Managerial Accounting: An Overview	
3	1/17/12	2	Managerial Accounting and Cost Concepts	P2-18, 19, 21, 23
4	1/19/12			P2A-4, P2B-3
5	1/24/12	3	Job Order Costing	P3-21, 22, 24 P3A-3, P3B-1
6	1/26/12	4	Process Costing	P4-13, 16, 18 P4A-10, P4B-6
7	1/31/12	5	Cost-Volume-Profit Analysis	P5-19, 20, 22, 25
8	2/2/12	6	Variable Costing and Segment Reporting	P6-18, 19, 20, 21
9	2/7/12	7	Activity-Based Costing	P7-17, 18, 19, 20
10	2/9/12		Exam 1 (Chapters 1 – 7)	Case 1
11	2/14/12	8	Profit Planning	P8-16, 17, 19, 20, 21
12	2/16/12	9	Flexible Budgets & Performance Analysis	P9-20, 21, 22, 23
13	2/21/12	10	Standard Costs and Variances	P10-9, 10, 11, 13 P10A-8, 9, 10
14	2/23/12	11	Performance Measurement in Decentralized Organizations	P11-14, 15, 16, 18 P11A-3, 4, 5
15	2/28/12	12	Differential Analysis	P12-18, 19, 20
16	3/1/12			P12-21, 22, 23
17	3/6/12			P12- 24, 25, 26, 28
18	3/8/12	13	Capital Budgeting	P13-16, 17, 18
19	3/13/12			P13-19, 22, 28

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Class	Date	Chapter	Topic	Homework
20	3/15/12			P13C-4, 5, 6
21	3/17/12		Exam 2 (All Chapters)	Case 2

**CLASS ETIQUETTE**

No cell phones or beepers are allowed in the classroom. Please turn them off!! No food or drink (other than water) is allowed in the classroom.

**DISCLAIMER**

This syllabus may change from time to time to accommodate changing circumstances. Every effort will be made to alert students to changes that occur in a timely manner. While the material will be covered in the order presented in the schedule the actual timing may change from week to week as the course progresses.

**FINANCIAL CALCULATOR**

It is highly recommended that you use a financial calculator. An HP 10B series, HP 12 series, HP 17 series, Sharp EL-733A or Texas Instruments BA II Plus financial calculator is acceptable.

**You may NOT use your cell phone or your PDA. You may use a graphing calculator, if the memory has been cleared.** Other instructors may have different policies. It is important to realize that **financial calculators are normally required** on the job. The net present value of this investment is extremely positive. If you are interested in finance, real estate, financial services, or accounting you should really consider investing in the HP17 calculator; it is a professional level machine that you may well use for the next decade or more.