
MANAGERIAL ACCOUNTING in Spring 2021 (BA2002)

Course Code	BA2002	Professor(s)	Gail Hamilton
Prerequisites	None	Office Number	G-2A02
Class Schedule	F: 10:35-11:55 in PL-1 T: 15:20-16:40 in PL-1	Office Hours	Monday 16:00-17:00, Friday 13:00-14:00
Credits	4	Email	ghamilton@aup.edu
Semester	Spring 2021	Office Tel. Ext.	email is best

Course Description

COURSE DESCRIPTION: The course will be a combination of cost determination and management analysis with focus on both traditional and contemporary concepts. The semester will begin with the role of managerial accounting within an organization, followed by various methods of costing. We will then study financial budgeting, including time value of money for capital budgeting purposes. The remaining topics revolve around using managerial accounting techniques for decision making.

Course Learning Outcomes

Understand and apply key managerial accounting concepts and tools to operational and strategic business decisions

Demonstrate critical thinking in the application of accounting tools and frameworks to management decision making.

Communicate well, in writing and orally, especially financial and quantitative information and your thought process for decision-making.

General Education

This course does not fulfill General Education requirements.

Course Outline

CLASS SCHEDULE (tentative):

Ch 1 - Cost Concepts

Ch 6 - Cost-Volume-Profit Relationships

Ch 8 - Budgeting

Ch 9 - Flexible Budgets & Variance Analysis

Mid-term Exam Ch 1, 6, 8 , 9

Ch 10 - Performance analysis

Ch 2 and 4 - Job Costing and ABC

Ch 7 - Variable Costing and Segment Reporting

Mini-midterm - second half of class - Ch 2, 4, 7

Ch 11 Differential Analysis

Ch 12 - Capital Projects

Ch 13 - Cash Flow - managing your cash strategy

Overflow, re-cap & wrap-up

Final Exam

Textbooks

Title	Author	Publisher	ISBN	Required
Introduction to Managerial Accounting 8th ed. WITH CONNECT CODE]	Brewer, Garrison, & Noreen	McGraw-Hill	9781526889188	Yes

Attendance Policy

ATTENDANCE POLICY: Students studying at The American University of Paris are expected to attend ALL scheduled classes. If a student misses more than three classes for any reason other than study trips (see below), the student may be asked to withdraw from the course or will receive a failing grade. If a student arrives at course meetings more than 10 minutes late it will be considered an absence. Attendance at the midterms and final exam is mandatory. Due to the large number of nationalities and faiths represented at the University, religious and national holidays (other than those on the academic schedule) will not be excused. Academic Affairs will excuse an absence for students' participation in study trips related to their courses. IN ALL CASES OF MISSED COURSE MEETINGS, THE RESPONSIBILITY FOR COMMUNICATION WITH THE PROFESSOR RESTS SOLELY WITH THE STUDENT.

Covid-19 temporary amendments: Students studying at The American University of Paris are STILL EXPECTED TO ATTEND ALL scheduled classes. Due to the Covid-19 pandemic, students will have the option of attending classes remotely when special circumstances apply. For example when students are placed under quarantine by the French authorities or by their doctor, or when students present symptoms of Covid-19 and are directed, by their doctor or the AUP Health Office, to remain home. It is still the student's responsibility to be aware of any specific attendance policy that their professor might have set in the course syllabus. In particular, students attending remotely from distant Time Zones should check with their professors about the specific attendance policy for remote learners and must be aware that students are expected to attend at least one session per week synchronously.

Grading Policy

GRADING:

Homework & quizzes	15%
Cases	15%
Attendance to meetings	5%
Other in-class work	10%
Midterms, two at 17.5% each	35%
Final exam	20%

My overall grading philosophy is as follows:

- I grade numerically but will periodically convert your weighted total grade to a letter grade and inform you

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- The class *median* corresponds to a B-/C+ grade
 - I do scale the weighted total grades, meaning if the top total weighted grade is 92/100, that will be the top A
 - When assigning final letter grades I look for natural breaks in the distribution
 - I judge that any student not achieving at least 50% of the top student's grade should not pass the class. Depending on the overall distribution, the bar may be higher.
 - In general, all team members receive the same grade on a given team assignment. However, I reserve the right to assign different grades to different students on team assignments in exceptional circumstances.
 - Generally I'm not too picky about attendance, but in this class, poor attendance will result in a recommended withdrawal or failing grade. See policy above. Lateness **will** make me crazy and may result in a recommended withdrawal or failing grade.
 - No late work will be accepted. Ever. This is the rule in normal semesters. See other policies. Let's talk.

Other

EXAMS & QUIZZES:

Midterm exams: Each midterm will cover a handful of chapters. The exams will be closed book/closed internet, but you will be allowed one sheet of A4 paper or equivalent with notes – for each midterm. You may use a non-programmable calculator (no cell phones) during the exam.

Final Exam: The final exam will cover all readings, lectures, class discussions, cases, homework, and quizzes with (tentatively) an *emphasis* on the second half of the course. The exam will be closed book/closed internet, but you will be allowed three sheets (both sides) of A4 paper with notes on them. You may use a non-programmable calculator (no cell phones) during the exam.

A note on your crib sheets: You are allowed to have them for your exams, but part of the learning process is developing **your own** crib sheet. Students who simply borrow or copy crib sheets from someone else are not likely to succeed in the course.

Quizzes: I will give a handful of announced and unannounced quizzes. Unless otherwise noted, they will be closed books and notes. I will let you know the session in advance if you are allowed to use a calculator. I will drop the lowest quiz grade and for this reason, there will be no make-up quizzes.

HOMEWORK & CASE ASSIGNMENTS:

Homework: I will assign homework regularly – and you need to do homework regularly in order

to be successful in the course. Some homework problems will be assigned on paper for collection (or to be dropped into the meeting chat) and others will be assigned via Connect. In general, I will not go over simpler homework problems such as the Foundational 15 unless there is a particularly difficult, interesting, important, or useful concept that I want to cover. If the solutions are not available through Connect, I will post them. If you have difficulties with the simpler problems, email me. I **will** go over some of the more difficult homework assignments when we meet, particularly those on Connect where I can see you have struggled.

Learnsmart questions on Connect: Do these if you want, but make sure you read and review the chapters BEFORE attempting the questions. And do NOT “flip” through the book while doing the questions. My colleagues and I are not so sure of their value ...

Formal case write-ups: These must be submitted through SafeAssign on Blackboard before the start of the session. Use the generic case analysis format provided.

A last word on assignments: I will NOT accept late assignments. If it is late, the grade is zero. My philosophy is that other students may have made hard choices in order to submit an assignment on time and it is unfair to them if someone else gets an extension. In addition, I (almost always) get graded assignments, cases, and tests back to you in the next session and I feel that grading assignments in different batches can, frankly, induce error. Besides, SafeAssign and Connect will not take your work after the deadline.

This course is very much like BA 2001 Financial Accounting in its content and approach. To be successful in this course you MUST:

1. Understand that this is not a course where you can catch up just before the exam. You must stay on top of this material – it is cumulative in the way math is cumulative. That said, it is less “cumulative” than BA 2001.
2. **Buy and read the book. Watch the Connect videos.** PowerPoint slides are good summaries and do contain supplemental materials, but they do not contain all the relevant material.
3. Do all the Concept Checks, Decision Points, review problems while reading the chapters in the book. Answers and explanations are given. Do all the Foundational 15 exercises. Solutions are posted on Blackboard. I will assign some of the Applying Excel problems at the end of the chapters. Invest the necessary time to prep exams with practice exams posted on Blackboard.
4. Understand that *being able to follow along in the session* does NOT indicate that you understand the material. You need to do the homework – sometimes more than once – in order to understand the material. Like math, Managerial Accounting is NOT a spectator sport.
5. Check your answers on the Blackboard site for problems we did not cover in class.
6. You may want to do additional problems. Don’t hesitate to do “take-two” exercises. I will

happily give you the solutions to these problems.

7. Bring your textbook (or photocopies of the relevant material) **and a calculator** to every class. Use the calculator you plan on using during exams.

8. Meet with the class tutor immediately if you have any difficulty understanding a topic or completing your homework or assignments or make an appointment with me.

9. Please do not go to the tutor one hour before a major case is due ... and in general, do not wait until the last minute to do your assignments. They will almost always take longer than you think.

10. **Expect to spend 10-15 hours outside of class every week** reading the textbook, reviewing the slides, re-doing problems, doing the problems, homework, and case analyses, practice exams and doing additional problems as necessary.

Finally, one of the course objectives is to push you to think like managers. This means identifying problems, doing the appropriate analysis (which can be qualitative as well as quantitative), tying course concepts to other courses or functions in the firm, identifying courses of action, and making recommendations to management. This is difficult and takes practice!

ORGANIZATION, COMMUNICATION & ATTENDANCE:

Connect website: Much of the course material is available here (ebooks, assignments, videos, practice questions, etc.).

Blackboard: I will post all remaining course materials here. Assignments are to be uploaded here. Note that all assignments will be submitted through SafeAssign.

Teams: I'll use this essentially for real time communication: Meetings, breakout groups, chat, and the occasional document, link, or quick survey. Meeting recordings will now live here.

Teams etiquette:

- If appropriate, please RSVP to meeting invitations
- Join meetings on time, and with mute on if there is any background noise
- Think about headphones ... maybe noise cancelling if you're easily distracted. Headphones with a good microphone may be a wise investment.
- Cameras on so we can see you! I'm asking that you treat this like a meeting – turn up with your camera on, say hello, leave your camera on for a bit so we can see you. It would be nice to turn your camera back on when leaving to say goodbye. This also reminds me that you were present for the entire class session.
- Turn your camera back on when speaking or presenting.
- To the extent possible, have a dedicated “serious” space for your meetings. This is like being at work. No distractions, etc. Keep the food and drink to a minimum, unless of course we're having a dedicated apéro ...

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- Cool backgrounds are appreciated!
 - Raise your hand to be recognized unless we're working in a very small group. Try not to talk at once, this creates serious microphone problems for those attending online.
 - Try to keep the chat on topic – I know it's hard sometimes
 - I'll ask for a different volunteer every class to remind me to record and to keep track of the chat and any questions there