ACC 6301 Advanced Management Accounting (Hybrid)

Course Description/Overview

A comprehensive study of the preparation of internal accounting reports for decision making, planning and control, cost determination and evaluation, budgeting and qualitative techniques.

Prerequisite Knowledge: ACC 2302 or equivalent knowledge. A student in this course should have understanding of the accounting principles. As a student in this course you should have understanding of Microsoft Office products such as Word, Excel and PowerPoint. You should also have a basic understanding how to participate in a discussion.

Course Technology: Retrieve materials from Blackboard and Connect. During the course, you will also be required to complete a variety of assignments that will be delivered via ConnectPlus, an innovative online learning platform. You should have understanding of Microsoft Office products such as Word, Excel and PowerPoint. You should also have a basic understanding of discussion forums and blogs.

Class Meeting Times: The class will be scheduled to meet in a face-to-face classroom a minimum of six times during the semester. The following meeting dates will be required of all students.

- 6:00 – 8:50 pm Tuesday, August 29 (the first week of class)
- 6:00 – 8:50 pm Tuesday, September 19 (the fourth week of class)
- 6:00 – 8:50 pm Tuesday, October 3 (the sixth week of class)
- 6:00 – 8:50 pm Tuesday, October 17 (the eighth week of class)
- 6:00 – 8:50 pm Tuesday, October 31 (the tenth week of class)
- 6:00 – 8:50 pm Tuesday, November 14 (the twelfth week of class)

The hybrid format is intended to provide the opportunity for face-to-face communication among students and between students and faculty. The hybrid course is designed to integrate face-to-face and online activities so that they reinforce, complement, and elaborate one another. The on-line portion of the class is primarily a method of delivering the course material. The textbook material is divided into thirteen chapters into seven modules. Each chapter includes (1) an interactive overview presentation of the Learning Objectives (2) a set of narrated and questions for each Learning Objective, (3) a set of chapter problems and exercises, and (4) a LearnSmart review session.

In addition to the chapter problems and exercises, students are expected to apply the concepts in foundational problems and cases. Class meetings will allow for discussion of the material and the opportunity to work with group members on assignments in a lab setting. Research has shown that some type of face-to-face interaction in a classroom setting, improves student engagement in courses.

Technical Support: The Technology Service Center (TSC) may be contacted by calling (325) 942-2911 or 1-866-942-2911 or by email at helpdesk@angelo.edu

WEBCAM REQUIRED FOR EXAMS

Faculty/Instructor Information

Dr. Gary Baker  
Assistant Professor  
Office: Rassman 256  
Phone: (325) 486-6407

E-mail: gary.baker@angelo.edu  
Office Hours: 9:00am -11:00am and 1:00pm-2:00pm on Tuesdays and Thursdays. Other times by appointment.
Course Objectives

Learning Objectives/ Assessment Methods: The primary goal of accounting is to provide information for decision making. Managerial accounting information is used by internal managers. Internal managers need more detailed information that is not captured in the financial reports prepared for external users. The information the managers seek is relevant, future oriented and strategic. This course is designed to develop in students the effective use of accounting information in management decision making.

The primary objectives and learning outcomes of this course are:

1. **Develop an understanding of managerial accounting terminology, principles, and practice.**
   - Recognize managerial accounting issues and how they differ from financial accounting issues. Analyze decision situations to determine appropriate information needs.

2. **Calculate product cost using a variety of cost methods.**
   - Understand and differentiate among different categories of costs. Select the appropriate models for different situations, and build and apply the models for analysis appropriately.

3. **Determine the effect on profit.**
   - Determine the effect on profit by evaluating possible courses of action, and reviewing the results.

4. **Plan for future financial results through the preparation of budgets.**
   - Read and create budgets, managerial cost reports and variance analysis. Understand and articulate the assumptions and implications inherent with information in different managerial accounting reports.

5. **Develop solutions to integrative business problems, using accounting analyses in conjunction with managerial insights.**
   - Prepare complex and complete solutions to broad business cases, using accounting tools and techniques as well as knowledge and intuitions from non-accounting perspectives. Compose and present solutions in an informative and persuasive manner.

**SPECIFIC STUDENT LEARNING OBJECTIVES:**

- **MODULE 1:** Identify cost classifications used for different management purposes.
- **MODULE 2:** Construct and apply overhead cost to jobs using predetermined overhead rates. Construct activity rates for an activity based costing system.
- **MODULE 3:** Use contribution margin to solve for breakeven sales. Produce income statements using both variable and absorption costing.
- **MODULE 4:** Build sales, production, materials, direct labor, manufacturing overhead, selling, administrative, and cash budgets. Construct flexible budgets, compute direct materials and quantity and price variances, compute direct labor efficiency and rate variances, compute variable manufacturing overhead variances and explain the significance of all variances.
- **MODULE 5:** Construct return on investment (ROI) analysis and identify how changes in sales, expenses, and assets affect ROI. Produce analysis for make or buy, and special order decisions.
- **MODULE 6:** Analyze investment returns using net present value, payback, and rate of return. Categorize cash inflows and outflows needed to produce a statement of cash flow using the indirect method.

Course Textbook and Required Readings


**CONNECT SUPPORT & TIPS:** If you have any issues while registering or using Connect, please contact McGraw-Hill’s Customer Experience team use the “Help” link at the top of the Connect page http://www.mhhe.com/support or at 800-331-5094. To avoid problems related to unexpected technical issues, you are advised not to wait until the last moment to complete assignments.
Grading Policies

This course employs the following to measure student learning.

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Points</th>
<th>Due</th>
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</thead>
<tbody>
<tr>
<td>Twelve (12) Chapters: Practice, Interactive Questions, Exercises, &amp; LearnSmart</td>
<td>As posted</td>
<td>As Assigned</td>
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<tr>
<td>Five (5) Group Assignments</td>
<td>250</td>
<td>As Assigned</td>
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<tr>
<td>Exam One</td>
<td>250</td>
<td>Tuesday, September 12</td>
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<td>Exam Two</td>
<td>500</td>
<td>Tuesday, September 26</td>
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<td>Exam Three</td>
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<td>Exam Six</td>
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<td>Tuesday, November 21</td>
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<td>Exam Seven</td>
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<td>Tuesday, December 12</td>
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Angelo State University employs a letter grade system. Grades in this course are determined on a percentage scale:

A = 90 – 100 %
B = 80 – 89 %
C = 70 – 79 %
F = 69 % and below.

I do not curve individual exams or the final course grades. I do not do this because I have already built into the course one opportunity for extra points on each exam, and you are allowed to drop the lowest exam grade. It is my policy is to strictly adhere to the course grading scale; in other words, 89.5% is a “B” not an “A”. 

I do not give grades. You earn your grade. I merely record your scores. If you need a particular grade in this class to maintain a scholarship, to graduate, or for whatever reason, plan now to DO THE WORK TO EARN THE POINTS that equals that grade. There will be some opportunity to earn a few extra points by completing all the assignments in Connect. That being said, there are absolutely NO extra credit or grade improvement opportunities offered other than what is spelled out in this syllabus.

Instructional Methodology: This is an hybrid class using McGraw-Hill’s Connect for delivering PowerPoint lectures, providing practice problems, assigning interactive presentations, submitting end-of-chapter problems, reviewing conceptual understanding via LearnSmart, and taking end-of module tests. Connect is a web-based assignment and assessment solution required for this course and is integrated with Blackboard. All the course material will be delivered via your Blackboard login for this class.

Response Time: Exams will be graded as submitted. Feedback will be available when all class members have completed the exam. Response to emails will normally be within 24 hours Monday through Friday.

Missed/Late Work: There will be no makeup exams given. Late work will not be accepted for chapter practice, interactive questions, exercises and LearnSmart. Group assignment are to be completed in class.

Participation/Absenteeism: Regular and active participation is an essential and important aspect of any class. Absenteeism or non-communication will severely impact your success in this course. The class activities will require from six to eight hours of on-line work each week. It is IMPORTANT that you complete each
assignment by 11:59 pm of the due date. All of the assignments for a module will be available on the first chapter start date of each module.

In this class everyone, brings something to the table. Your ideas and thoughts do count, not only to me, but the entire class. I want all students to post “assignment questions” on the applicable discussion board forum (one forum for each chapter). Check the discussion board regularly. Anesu and I will be “subscribed” to each of the forums and receive emails from each post. Many student questions are applicable to the class as a whole, as are the responses. You may be surprised to see your question already asked and answered.

As a class, we are together to help each other with this learning process and share our collective knowledge on how best to communicate; how to resolve technical issues that may arise (if we have the expertise), and to assist each other to find answers to our questions.

Interactive Presentation & Questions: The interactive presentations present the key concepts for each learning objective though a series of multimedia presentations. The interactive presentations are not a repeat of the chapter slides, but provide unique examples and expand upon the material in the book. Each presentation includes knowledge check questions. Use the glossary button at the bottom of the screen for help. You can complete the knowledge check as many times as you'd like before it's due.

Lectures & Practice: You must read and work through problems to fully understand the concepts presented. Narrated lectures with PowerPoint slides are available for each learning objective. Practice problems are graded problems for each learning objective. Practice problems allow three attempts, with each attempt will allow students to revise their previous attempt. The Ebook, hints, and check my work resources are available for the practice problems. Students will see their total scores, question responses with scores, and correct or incorrect indicators for their first two attempts. After each attempt, students will see their total scores, questions responses with scores, correct or incorrect indicators, explanations, and solutions. You should complete the practice problems as soon as you cover the material for each learning objective.

Exercises & LearnSmart: You must work Exercises and understand the concepts behind those problems to be successful. The homework is algorithmic and covers the main topics from the chapter and you will find on the exams. You will be allowed three attempts on each assignment.

Each Exercise covers several of the chapter’s learning objective. Each exercise can be attempted three times. After the first attempt, a 10% deduction will be made for each additional attempt. Subsequent attempts will start with your correct responses form the first attempt. Access to hints are allowed with a 2% deduction from each questions that uses hints. You can use the “check my work” five times for each attempt with a 5% deduction for each time this feature is utilized. After each attempt, students will see their total scores, question responses with scores, and correct or incorrect indicators. After submitting their third attempt, or scoring 100%, students will see detailed feedback with solutions.

In-Class Group Projects: There will a total of five group projects in the class. Projects will give students experience in applying a specific accounting construct in a business setting. Student will work in group of four to complete this assignment. There will a total of five projects in the class worth a total of 250 points of your final grade. These will be explained in greater detail when assigned.

The projects will be graded based on three assessment factors. The first will be group’s explanation of the accounting constructs in the situation. The second is the recommendation(s) and explanation of their reasoning (why did your group agree on how to answer the case questions, what alternatives were considered and rejected, etc.) The third will be a subjective assessment of the professionalism of the “presentation.” In your projects you should strive to convince me that you have mastered the material. Items such as neatness, thoroughness, conciseness, quality writing and other professional attributes will be evaluated and used to judge the project.

You should look upon your task as that of “convincing the boss” that you are thoroughly competent in technical, problem solving and communication skills. Be forewarned that some of these projects will make you anxious and seem rather ambiguous at best. That is a part of the learning process. Learning to discuss and interpret ambiguous directions, making judgment calls, determining when and where and how to integrate outside material and being able
to present your findings in a clear, concise, well-organized manner are very useful and marketable skills which will be invaluable in future executive positions.

**Examinations:** There will be a total of seven (7) exams in this course. One worth 250 points and six worth 500 points. All exams must be taken during the scheduled date/time period. You will be allowed to drop your lowest 500 point exam grade. **However, in order to drop an exam you must have taken the exam and scored at least 200 points on that exam.** In other words, if you decide to not take an exam you will receive a zero (0) on that exam. Since that exam is not eligible to be dropped the zero will count and the next lowest exam grade will be the one dropped.

- You can use your notes in the test (not the book or ebook, see below). You cannot use any web site (other than the test in Connect).
- You cannot use any electronic device other than the computer on which you are taking the test and a simple calculator.
- You cannot have access to a second computer, tablet, whatever.
- You cannot have a friend or family, you cannot use your phone, and you cannot make or take a call.

**You must use the webcam during the test. Using the webcam requires Remote Proctoring with Tegrity**

- Remote Proctoring with a webcam is required only for tests.
- Not a rule, but suggestion: Instead of Wifi, Use an Ethernet cord to “hard wire” your computer to the router helping to ensure you will not lose connection with Blackboard and Connect
- You MUST make sure that the webcam shows you at all times (not the top of your head, not the ceiling, not the floor). Make sure you are nicely framed so your face and shoulders can be seen as well as some of the background.
- Be sure not to mute your microphone. It is important that the audio be on for Webcam.
- The lighting should not be too dark or not directed into the camera blinding the shot. You should have a clear, well-lit picture.

**If I cannot see the video clearly, your test will be voided (dropped) AND you will be required to take a proctored test. Please make sure that will not happen.**

Each exam will take from 45 to 90 minutes. Each exam part will be taken during the scheduled class time, from 6:00pm until 8:50 pm on Tuesday of the exam week. **THERE WILL BE NO MAKEUP EXAMINATIONS GIVEN!** Failure to take an exam at the scheduled time will result in a zero (0). Exams are held during the following time. Note for exam taken out of class, even though the exam windows are four hours, students will only have between 1 to 1/1/2 hours from the time they start to complete their exam.

<table>
<thead>
<tr>
<th>Semester Exams Windows</th>
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<tbody>
<tr>
<td>Exam #1</td>
<td>Tuesday, September 12th 6:00pm to 8:50pm</td>
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<tr>
<td>Exam #2</td>
<td>Tuesday, September 26th 6:00pm to 8:50pm</td>
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<td>Exam #3</td>
<td>Tuesday, October 10th 6:00pm to 8:50pm</td>
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<td>Exam #4</td>
<td>Tuesday, October 24th 6:00pm to 8:50pm</td>
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<td>Exam #5</td>
<td>Tuesday, November 7th 6:00pm to 8:50pm</td>
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<td>Exam #6</td>
<td>Tuesday, November 14th 6:00pm to 8:50pm</td>
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<tr>
<td>Exam #7</td>
<td>Tuesday, December 12th 6:00pm to 8:50pm</td>
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**Course and University Policies**

**Academic Honesty and Integrity:** Angelo State University expects its students to maintain complete honesty and integrity in their academic pursuits. Students are responsible for understanding and complying with the university **Academic Honor Code** and the **ASU Student Handbook**.
Angelo State University expects its students to maintain complete honesty and integrity in their academic pursuits. Students are responsible for understanding the Academic Honor Code, which is contained in both print and web versions of the Student Handbook.

- It is the professor’s intention to be as fair and impartial as is humanly possible. Therefore, all students will be asked to adhere to the same set of guidelines and rules UNLESS there are disabilities or documented extenuating circumstances that have been discussed with the professor and the Student Life Office. Please make sure you inform the professor as soon as any situation arises. Do NOT wait until the problem is compounded by poor class performance, poor attendance, etc.

- Academic integrity is expected. This includes, but is not limited to, any form of cheating, plagiarism, unauthorized sharing of work, or unauthorized possession of course materials. The professor assumes that all students can be trusted. Please do not violate this trust. Violation of academic integrity will result in a failing grade for the course.

**College of Business Code of Ethics:** Students, faculty, administrators and professional staff of the College of Business should always:

- Be forthright and truthful in dealings with all stakeholders
- Take responsibility for one’s actions and decisions
- Serve as an example of ethical decision-making and behavior to others
- Admit errors when they occur, without trying to conceal them
- Respect the basic dignity of others by treating them as one would wish to be treated

**Collaboration:** Students are to work alone and can neither give nor receive assistance during the exams. Collaboration of any form on these items will result in a failing grade for the course. Students are encouraged and expected to collaborate, working together on all other aspects of the course, including homework, studying and review preparation for exams.

**Courtesy and Respect:** Students are expected to assist in maintaining a classroom environment which is conducive to learning. In order to assure that all students have an opportunity to gain from time spent in class, unless otherwise approved by the instructor, students are prohibited from using cell phones or laptops (see class policies). Students are also prohibited from making offensive remarks, reading newspapers, sleeping or engaging in any other form of distraction. Inappropriate behavior in the classroom shall result in, minimally, a request to leave class and a loss of professionalism points.

Courtesy and Respect are essential ingredients to this course. We respect each other’s opinions and respect their point of view at all times while in our class sessions. The use of profanity & harassment of any form is strictly prohibited (Zero Tolerance), as are those remarks concerning one's ethnicity, lifestyle, race (ethnicity), religion, etc., violations of these rules will result in immediate dismissal from the course.

**Accommodations for Disability:** As stated in the Angelo State University Operating Policy and Procedure (OP 10.15 Providing Accommodations for Students with Disabilities), the Student Life Office is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability, and it is the student's responsibility to initiate such a request by contacting the Student Life Office at (325) 942-2191 or (325) 942-2126 (TDD/FAX) or by e-mail at Student.Life@angelo.edu to begin the process. The Student Life Office will establish the particular documentation requirements necessary for the various types of disabilities.

**Student absence for religious holidays:** As stated in the Angelo State University Operating Policy and Procedure (OP 10.19 Student Absence for Observance of Religious Holy Day), a student who intends to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day shall be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence.

**Course Drop:** To view information about how to drop this course or to calculate important dates relevant to dropping this course, visit [http://www.angelo.edu/services/registrars_office/course_drop_provisions.php](http://www.angelo.edu/services/registrars_office/course_drop_provisions.php).
Incomplete as a Course Grade: As stated in the Angelo State University Operating Policy and Procedure (OP 10.11 Grading Procedures), the grade I is given when the student is unable to complete the course because of illness or personal misfortune. An I that is not removed before the end of the next long semester automatically becomes an F. A graduate student will be allowed one year to remove a grade of I before it automatically becomes an F. To graduate from ASU, a student must complete all I’s.

Grade Appeal Process: As stated in the Angelo State University Operating Policy and Procedure (OP 10.03 Student Grade Grievances), a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see Operating Procedure 10.03 at: http://www.angelo.edu/content/files/14196-op-1003-grade-grievance

Tentative Course Schedule: Any changes will be posted in on-line schedule of Blackboard. We will not cover all the material in each chapter. Any material not covered in class will not be tested.

<table>
<thead>
<tr>
<th>Week</th>
<th>Module</th>
<th>Chapter Start Date</th>
<th>Learning Unit</th>
<th>Class Meeting &amp; Exams</th>
<th>Interactive Presentation &amp; Questions Due by 6:00 pm</th>
<th>Lectures &amp; Practice due by 11:59 pm</th>
<th>Exercises due by 11:59 pm</th>
<th>LearnSmart due by 11:59 pm</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>29-Aug</td>
<td>Prologue - Management Accounting: An Overview</td>
<td>Tuesday, August 29</td>
<td>Friday, September 01</td>
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<td>2</td>
<td>1</td>
<td>Chapter 1 - Managerial Accounting and Cost Concepts</td>
<td>Thursday, September 07</td>
<td>Monday, September 11</td>
<td>Monday, September 11</td>
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<td>3</td>
<td>2</td>
<td>Exam 1 (8:00 pm - 8:50 pm)</td>
<td>Tuesday, September 12</td>
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<td>2</td>
<td>Chapter 2 - Job Order Costing</td>
<td>Thursday, September 14</td>
<td>Monday, September 18</td>
<td>Monday, September 25</td>
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<td>4</td>
<td>Chapter 4 Processing Costing</td>
<td>Thursday, September 14</td>
<td>Monday, September 18</td>
<td>Monday, September 25</td>
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<td>6</td>
<td>4</td>
<td>Chapter 5 - Cost-Volume-Profit Relationships</td>
<td>Tuesday, October 03</td>
<td>Monday, October 09</td>
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<td>7</td>
<td>4</td>
<td>Exam 3 (8:00 pm - 8:50 pm)</td>
<td>Tuesday, October 10</td>
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<td>8</td>
<td>4</td>
<td>Chapter 6 - Variable Costing and Segment Reporting</td>
<td>Thursday, October 12</td>
<td>Monday, October 16</td>
<td>Monday, October 23</td>
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<td>9</td>
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<td>Chapter 7 - Master Budgeting</td>
<td>Tuesday, October 17</td>
<td>Monday, October 23</td>
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<td>10</td>
<td>5</td>
<td>Chapter 8 - Flexible Budgets, Standard Costs, &amp; Variance Analysis</td>
<td>Tuesday, October 26</td>
<td>Monday, October 30</td>
<td>Monday, November 06</td>
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<td>11</td>
<td>6</td>
<td>Chapter 9 - Performance Measurement in Decentralized Organization</td>
<td>Thursday, November 02</td>
<td>Monday, November 06</td>
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<td>12</td>
<td>6</td>
<td>Chapter 10 - Differential Analysis: The Key to Decision Making</td>
<td>Thursday, November 09</td>
<td>Monday, November 13</td>
<td>Monday, November 20</td>
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<td>13</td>
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<td>Chapter 11 - Capital Budgeting Decisions</td>
<td>Thursday, November 16</td>
<td>Monday, November 20</td>
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<td>14</td>
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<td>Exam 6 (8:00 pm - 8:50 pm)</td>
<td>Tuesday, November 21</td>
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<td>15</td>
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<td>Thanksgiving Holiday</td>
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<td>16</td>
<td>7</td>
<td>Chapter 12 - Statement of Cash Flow (continued)</td>
<td>Tuesday, November 28</td>
<td>Friday, December 01</td>
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<tr>
<td>17</td>
<td>7</td>
<td>Chapter 13 - Financial Statement Analysis</td>
<td>Thursday, December 07</td>
<td>Friday, December 08</td>
<td>Friday, December 08</td>
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Chapter 8 - Flexible Budgets, Standard Costs, & Variance Analysis
Chapter 9 - Performance Measurement