

Course Description

(The Role of Management Accounting in the Business World)

Management Accounting represents the monitor during laparoscopic surgery, i.e., without it the surgeon cannot perform the surgery, for s/he would not know where s/he is in the patient's abdomen.

Management Accounting can also represent an airplane's cockpit, i.e., without it the pilot cannot fly.

Without Management Accounting a manager cannot manage an organization, e.g., for-profit company, not-for-profit organization, government organization, etc.

The "instruments" that compose Management Accounting include: manufacturing product costs, service costs, break-even points, contribution margin, capital budgeting, control tools, standard costs, transfer pricing, profitability indicators, liquidity indicators, solvency indicators, etc.

Without such "instruments" managers would not be able to decide which products to sell? At what price? Where to sell them? Managers need to know which product(s) is/are more profitable? Which market segment is the most profitable? Which departments are the most productive/effective/efficient? How to best use the firm's limited resources?

The purpose of this course is to educate students in understanding and using Management Accounting techniques; thus, developing business problem solving and decision-making skills. It will foster the business manager (business leader) in you, and change the world.

Learning Outcomes

At the end of this course, you will be able to:

- identify and apply the appropriate management accounting techniques for planning, control, and performance evaluation requirements;
- identify, analyze, and adopt effective and efficient strategies vis-à-vis the firm's mission, goals and objectives;
- make appropriate business decisions, e.g., selling price, sales mix, sales volume, downsizing, expanding, cost control, quality;
- design appropriate incentive compensation plans that will enhance the achievement of the firm's goals.

Teaching Method

This course is taught using the case-based approach. This means that the course topics are presented, discussed, and learned through a real-life case. The purpose of this method is not to come up with an ideal solution or decision of a given situation, but rather to use a specific case scenario in order to identify and explore various courses of action.

The cases are discussed and analyzed in class, by the class. This is a dynamic learning environment of mutual give-and-take. The instructor is the moderator of the discussion, and uses the case to clarify any theoretical concepts as they unfold. Since students learn from each other, it follows that the minimum effort required from each student for each session is to come fully prepared to contribute and participate in the case analysis. As a result, it is the ethical responsibility of each student to ensure that they will give as much as they will take from the case analysis and solution. At the end, the LC may present an example of a pertinent Executive Summary (ES).

An oral presentation by a team will take place starting on approximately week # 3 or 4. This oral presentation will consist on the analysis and solution of a case. The team's and each team member's performance will be evaluated by the audience. Such an evaluation and feedback will be provided to the team the week after. A respective case analysis by the class will follow. Again, the LC will clarify any theoretical concepts as they unfold.

Classroom Required Etiquette

Students are asked to observe the following rules in the classroom:

1. 100% attendance is required;
2. Unless otherwise indicated, no use of laptops (computers, iPads, or similar);
3. No use of cellular;
4. No text messaging;
5. No eating;
6. Be on time;
7. Stay in class for the entire lecture;
8. Not accessing the classroom if the oral presentation is in progress.

The LC also commits to fully observe all of the above.

Course Materials

Textbook

Bhimani Alnoor, C. T. Horngren, S. M. Datar, and M. V. Rajan, *Management and Cost Accounting*, Fifth Edition, Pearson, 2012.

Additional Resource Materials

Lesson Notes (LN) posted on First Class. All the announcements posted in First Class are integral part of the course; therefore, students are responsible for all assignments and information thereby announced.

Internet-based Support:

Text Home Page: <http://www.pearsoned.co.uk/bhimani>

Course Evaluation

The grade for this course will be computed as follows:

Case Analyses (4 cases) (Note 1)	30%
Oral Presentation (Note 2)	15%
Contribution In Class (Note 3)	15%
Final Examination (Note 4)	40%
	100%

Note 1: Case Analyses to be completed in groups of 5 students. Each team will be assigned four cases to be analyzed and handed-in throughout the semester. Students are required to hand-in an Executive Summary (ES). The maximum length of the ES is one page – 8” X 11”, margins 1”, minimum font size 12. You may attach as many exhibits as necessary, as long as you refer to each of them in your ES. The exhibits may contain computations, tables, organization charts, etc., but no text. The ES must be handed-in at the start of the respective session and will be graded and returned at the start of the following session.

For each of these cases each team will appoint a “Project Manager.” In addition, the team member who wrote the ES final draft must be identified. These two roles must be identified in the ES cover sheet. Finally, the teams are encouraged to, as much as possible, alternate these roles.

Note 2: Oral Presentation. It consists of an oral presentation of maximum 15 minutes before the class. Students are expected to show their case analysis by using the Case Method introduced in class, e.g., Problem Definition, Quantitative Analysis, etc.

Notes 1 and 2: *Peer Evaluation.* Each team member will evaluate his/her teammates by using the online peer evaluation. The students’ grades, of both the Case Analyses and the Oral Presentation, will be adjusted based on such an online peer evaluation, which will be performed at the end of the semester. The student with the highest rating will receive 105% of the average grade that the group obtained. The other team members will receive grades proportional to that. Students who do not enter their peer assessment will receive the same rating as the lowest rated team member.

Note 3: Contribution In Class is more than participation in class; it is about adding value. Adding value includes, but is not limited to, comments that move forward the case analysis, identify relevant issues, suggest solutions, identify pros and/or cons of suggested solutions, question suggested solutions, answer questions asked by the LC, etc.

Attendance to class is not Contribution In Class, although one has to attend class in order to contribute. While attendance to class is mandatory, absences will not be penalized; what will be penalized is the lack of contribution due to the absence.

The LC will maintain his own records regarding Contribution-In-Class. After each session the LC will enter his evaluation of each student’s contribution in class. As a result, students are requested to seat in the same place throughout the semester. Students are encouraged to consult their LC, throughout the semester, to find out how they are performing in this area.

Note 3: The final examination is comprehensive. It covers all the topics identified in the course outline. At least a grade of 50% is required in the final exam in order to pass the course.

GRADING

A+	≥95%	B+	80 – 84%	C	55 – 60%
A	90 – 94%	B	70 – 79%	F	0 – 55%
A-	85 – 89%	B-	61 – 69%		

DISCLAIMER

The professor reserves the right to change or update this outline, and any other course related materials, at any time. The student will be informed in a timely manner through First Class and/or announcements during class.

Academic Integrity

The Code of Conduct (Academic) at Concordia University states that the "integrity of University academic life and of the degrees, diplomas and certificates the University confers is dependent upon the honesty and soundness of the instructor-student learning relationship and, in particular, that of the evaluation process. As such, all students are expected to be honest in all of their academic endeavours and relationships with the University." (Undergraduate Calendar, section 16.3.13 or Graduate Calendar, page xxx)

All students enrolled at Concordia are expected to familiarize themselves with the contents of this Code. You are strongly encouraged to visit the following web address:
<http://johnmolson.concordia.ca/ugrad/codeofconduct.pdf>, which provides useful information about proper academic conduct.