



PREPARING INNOVATIVE LEADERS FOR GLOBAL IMPACT

ACC 251: Managerial Accounting and Controls
Winter 2020

Instructor:	Professor Colleen Zern 3209 Gallagher Hall phone: 314.686.5005 e-mail: cozern@ucdavis.edu
Class Meeting Time:	Monday 12:10 – 4:00 p.m.
Class Room:	Gallagher 1213
Office Hours:	Friday 9:00 – 11:00 a.m. and by appointment
Final Exam:	Monday March 16, 12:10-4:00 p.m. in Gallagher 1213

Course Objective:

ACC 251 builds foundational product costing and cost analysis skills and introduces management controls that are used to monitor and evaluate performance of individuals and business units. The course is taught using a hybrid traditional lecture format and case method of instruction.

Cost management systems provide information about costs; including, but not limited to costs of products and services. While financial accounting rules require that product cost information be accumulated in particular ways for external reporting, these approaches often provide inadequate information for managing the firm. In the first part of the course, we study the design and use of cost systems to aid management decision-making. In the second part of the course, we study the use of accounting data as a means of monitoring and evaluating performance – what is known as “management control.” We will study management control tools such as: budgeting, transfer pricing, variance analysis, and performance scorecard systems.

ACC 251 will support you in preparing for the Business Environment and Concepts (BEC) section of the CPA exam. The BEC section is the shortest CPA test; however, it tests a broad set of skills, including:

1. Corporate Governance (17-27%)
2. Economic Concepts and Analysis (17-27%)
3. Financial Management (11-21%)
4. Information Technology (15-25%)
5. Operations Management (15-25%)

No single course can cover the breadth of this test; however, with the exception of Information Technology, ACC251 will touch on all of the remaining components. Case-based instruction is excellent preparation for the new task-based simulations and writing components of the test.

Required Course Material:

Coursepack – required – Harvard Business Publishing Education – contains cases and assignments.

Textbooks – required – Lanen, W.N., S.W. Anderson, and M.W. Maher. (2016)

Fundamentals of Cost Accounting, 5e. McGraw-Hill Irwin, ISBN: 978-1259565403.

I pull the traditional lecture material from select chapters in this book. This book can be rented or bought used from Amazon for a reasonable price.

Course Format:

The course format includes traditional lecture on concepts and calculations, as well as cases. I will upload chapter worksheets to Canvas at least one day prior to class to cover the topics of the lecture portion of class. I will write notes and work problems on the chapter worksheets during lecture and will upload my notes after class. Each case is accompanied by a set of questions. These questions do not represent fully the material that we will cover in class. They are intended to guide you in your preparation. You will also be working in groups during class on cases.

Grades:

Grades will be determined as follows:

Class Participation	15%
Case Writeups	15%
Group Case Presentation	15%
In-Class Midterm	15%
In-Class Final Exam	40%

Course Requirements:

Class Participation

Class participation grades are based on the quality of **active participation** in class discussion, **NOT attendance**. You will earn one of three marks (2, 1, 0) for your class participation. Thus, you have the potential to earn 18 participation points for the 9 class sessions. Class participation points are awarded for a variety of positive classroom behaviors including: asking pertinent questions, answering questions, and volunteering important case information when appropriate. Making a mistake does not reduce your class participation grade and can increase it; exploring faulty reasoning can be a very powerful basis for learning. So please speak up even if you aren't completely confident of answers.

Participation points will be deducted for behaviors that detract from discussion, including but not limited to using cell phones, computers, and other electronic devices during class without instructor permission.

I will drop the lowest daily class participation mark. Thus, if you must miss class for any reason, one absence will carry no participation penalty. Of course, you are still responsible for the material covered in class, so get notes from a classmate and review class handouts posted on Canvas.

Case Writeups

Case writeups entail answering questions about the case study that we will discuss in class. These problems require integrative thinking and clear communication, and they are excellent preparation for the BEC section of the CPA exam. These are individual assignments. However, team discussion beforehand is permitted. Bring a paper copy of your writeup to turn in at the start of class. If you will miss class or must arrive late to class, please send your writeup by email to the class TA before the start of class or have another class member turn it in for you. Late assignments will not be accepted. I will drop your lowest case writeup grade.

Group Case Presentation

There will be one group case presentation during the quarter. More details will be provided on the first day of class.

In-Class Midterm Examination

There will be an in-class, closed book midterm exam that will take place in the second half of Class 6.

Final Examination

The final exam is a written, closed note, closed book exam. The exam covers materials from the full course; however, because the midterm covers classes 1-5, the final exam will be more heavily weighted toward materials in classes 6-9.

Student Conduct:

It is suggested that laptops not be used for note taking in class as research shows writing rather typing is highly correlated with memory. No cell phones are to be used during class, and you may not video record lectures.

Students are expected to abide by the University of California-Davis code of conduct found at <http://sja.ucdavis.edu/cac.html>. Where academic misconduct is admitted or is determined by adjudication to have occurred, an F will be assigned for the course.

Course Schedule

The Schedule is subject to change at Instructor's discretion.

Class	Date	Topics	Required Reading from Textbook	Case
1	Jan 6	Course Introduction	TBD	
2	Jan 13	Traditional Product Costing Systems, Cost Structure, Relevant Costs	TBD	Bridgeton Industries (9-190-085)
3	Jan 27	Two Stage Cost Systems, Cost system analysis and design, marginal costing	TBD	Seligram (9-189-084)
4	Feb 3	Activity Based Costing	TBD	Wilkerson Co. (9-101-092)
5	Feb 10	Structural Cost Management	TBD	Benihana of Tokyo (9-673-057)
6	Feb 24	Costing at the Boundaries of the Firm MIDTERM	TBD	Co-operative Bank (9-195-196)
7	Mar 2	Budgeting	TBD	Mile High Cycles (9-191-056) Codman & Shurtleff (9-187-081)
8	Mar 9	Decentralization and Principal-Agent Problem; Structuring pay contracts for individuals and teams; cost allocation v. transfer pricing; economics and incentive effects of transfer pricing	TBD	Chemical Bank (9-184-047)
9	Mar 13	Performance measurement scorecards Review	TBD	Mobil USM&R (A1) (9-197-120) Mobil USM&R (A2) (9-197-121)
Final Exam	Mar 16	12:10 – 4:00	Bring only writing implements and calculator	