



PREPARING INNOVATIVE LEADERS FOR GLOBAL IMPACT

ACC251: Managerial Accounting and Controls
Winter 2021

Instructor:	Professor Colleen Zern phone: 314.686.5005 e-mail: cozern@ucdavis.edu
Class Meeting Time:	Mondays 10:00 a.m. – 2:00 p.m. (with a 30 minute lunch break)
Class Room:	Online only
Office Hours:	Friday 9:00 – 11:00 a.m. and by appointment
Final Exam:	March 15

Course Objective:

ACC251 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. We will first study the design and use of cost systems to aid management decision-making. Then, we will 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.

ACC251 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:

We will use Kinney, Raiborn, and Dragoo, *Cost Accounting Foundations & Evolutions*, 10th edition along with four case studies as our text for the quarter. The purchase of the ebook and case bundle is required and can be purchased directly from the publisher:

<https://mybusinesscourse.com/book/ucdavisacc251#purchase>.

Course Format:

The course format includes traditional lecture on concepts and calculations. I will upload chapter worksheets to Canvas at least one day prior to class to cover the topics of the lecture portion of class. We will also be learning through case-based discussions. I will not have worksheets for the case discussions, but please take notes during the discussions.

Grades:

Grades will be determined as follows:

Case Writeups	20%
Cookie Project	30%
In-Class Midterm	25%
In-Class Final Exam	25%

Course Requirements:*Case Writeups*

Case writeups entail answering questions about the case study that we will later 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. Cases are to be submitted on Canvas. Late assignments will not be accepted. Each case writeup will be worth 20 points. A sample rubric will be handed out prior to the first case study assignment.

Please use the following format for your case study assignments:

[Case Name]

[Your Name]

Introduction

Identify the key issues in the case study. Provide the background information and relevant facts.

Evaluation of Case

Respond to the Writeup Class Preparation Questions (available on Canvas). Please include the question in this section so that it is clear as to which question you are responding.

Recommendations

Summarize the key issues and your solutions and strategies for accomplishing the proposed solutions, where appropriate.

Font – Size 12

Margins – 1 inch

If you include an Excel spreadsheet, it should be readable.

Cookie Project

The objective of this project is to provide students with a practical application of the key concepts covered in our course. It will give students the opportunity to identify costs in a business environment; make business decisions regarding price, product, and sales strategy; determine product costs; create a budget and perform a variance analysis; and research applicable regulations and competition. This project will also provide an opportunity to practice creating reports using Excel skills introduced in the course. Deadlines for the Cookie Project are listed in the schedule below.

In-Class Midterm Examination

There will be an in-class midterm exam that will take place on February 8. Working the practice problems provided for each chapter will help you prepare for the midterm.

Final Examination

The final exam covers materials from the full course; however, because the midterm covers classes 1-4, the final exam will be more heavily weighted toward materials in classes 6-9.

Student Rights and Responsibilities:

All participants in the course, instructor and students, are expected to follow the UC Davis Principles of Community, which includes affirmation of the right of freedom of expression, and rejection of discrimination. The right to express points-of-view without fear of retaliation or censorship is a cornerstone of academic freedom. A diversity of opinions with respectful disagreement and informed debate enriches learning. However, in this course, any expression or disagreement should adhere to the obligations we have toward each other to build and maintain a climate of mutual respect and caring.

You are expected to take UC Davis's Code of Academic Conduct as seriously as we do. You were given this code of conduct with explicit explanations of violations (e.g. plagiarism, cheating, unauthorized collaboration, etc.) and your responsibilities in regard to them during orientation, and you signed a statement affirming that you understand it. Academic conduct violations will not be tolerated, and your instructor will not hesitate to turn violators over to Student Judicial Affairs. If you are uncertain about what constitutes an academic conduct violation, please refer to the code linked above, contact your instructor, or refer to the Office of Student Judicial Affairs. More information about Code of Academic Conduct can be found at the Code's webpage (<http://sja.ucdavis.edu/files/cac.pdf>).

All material in the course that is not otherwise subject to copyright is the copyright of the course instructor and should be considered the instructor's intellectual property.

Accommodations

UC Davis is committed to educational equity in the academic setting, and in serving a diverse student body. All students who are interested in learning about how disabilities are accommodated can visit the Student Disability Center (SDC). If you are a student who requires academic accommodations, please contact the SDC directly at sdc@ucdavis.edu or 530-752-3184. If you receive an SDC Letter of Accommodation, submit it to your instructor for each course as soon as possible, at least within the first two weeks of a course.

Safety and Emergency Preparedness

UC Davis has many resources to help in case of emergency or crisis. While reviewing campus Emergency Information, you may want to register for UC Davis Warn Me and Aggie Alert, which will give you timely information and instructions about emergencies and situations on campus that affect your safety.

If there is an emergency in the classroom or in non-Davis locations, follow the instructions of your instructor.

Disclaimer

Unexpected events might require elements of this syllabus to change. Your instructor will keep you informed of any changes.

Course Schedule

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

Class	Date	Topics	Required Reading	Case Due (submitted on Canvas before class starts)	Cookie Project Due (submitted on Canvas before class starts)
1	Jan 4	Course Introduction Cost Concepts and Behavior Cookie Project Introduction	CH2 – Cost Terminology and Cost Behaviors	--	--
2	Jan 11	Traditional Product Costing Systems Cookie Project Costs	CH5 – Job Order Costing CH6 – Process Costing	--	Cookie Assignment #1 – Establish your business
3	Jan 25	Case discussion Standard Costing and Variance Analysis Cookie Project Budget	CH7 – Standard Costing and Variance Analysis CH8 – Master Budget	<i>Giberson's Glass Studio</i>	Cookie Assignment #2 – Developing your Product
4	Feb 1	Relevant Information for Decision- Making	CH10 – Relevant Information for Decision Making CH11 – Allocation of Joint Costs and Accounting for By-Product/Scrap	--	Cookie Assignment #3 – Create a Budget
5	Feb 8	Midterm	--	--	--
6	Feb 19	Case Discussion Costing at the Boundaries of the Firm	CH13 – Responsibility Accounting, Support Department Cost Allocations, and Transfer Pricing	<i>FinePrint Company</i>	--
7	Feb 22	Case Discussion Performance Measurement	CH14 – Performance Measurement, Balanced Scorecards, and Performance Rewards	<i>Charley's Family Steak House (A)</i>	--

Class	Date	Topics	Required Reading	Case Due (submitted on Canvas before class starts)	Cookie Project Due (submitted on Canvas before class starts)
8	Feb 22	Case Discussion Managing Costs and Uncertainty Cookie Sales Simulation	CH16 – Managing Costs and Uncertainty	<i>Charley's Family Steak House (B)</i>	Cookie Assignment #4 – Cookie Sales Simulation
9	Mar 1	Quality Concepts Cookie Project Variance Analysis and Reports	CH17 – Implementing Quality Concepts	--	Cookies Assignment #5 – Variance Analysis
9	Mar 8	Inventory and Production Management Presentation of Results	CH18 Inventory and Production Management	--	Cookie Assignment #6 – Communicate Your Results
Final Exam	Mar 15	Final Exam	--	--	--