

Course Outline

Course Code	RSM222H1F
Course Name	Management Accounting I
Term, Year	Fall 2025
Course Meets	See below
Web page URL	http://q.utoronto.ca
Connect URL	https://connect.mheducation.com/class/r-rsm222-fall-2025

Course Schedule

SECTION	TIME & DAY	ROOM	PROFESSOR
L0101	M: 9-11 am	WO	Ralph Tassone
L0201	M: 11-1 pm	WO	Ralph Tassone
L0302	T: 9-11 am	WO	Elisa Zuliani
L0401	T: 11-1 pm	WO	Elisa Zuliani
L0301	T: 5-7 pm	RT	Amy Kwan
L0501	W: 11-1 am	OI	Ralph Tassone
L0601	W: 1-3 pm	SS	Eszter Palancz
L0701	W: 3-5 pm	UC	Eszter Palancz
L0801	R: 9-11 am	WO	Scott Douglas
L0901	R: 11-1 pm	WO	Scott Douglas
L1001	R: 3-5 pm	WO	Scott Douglas

Instructor Details

Instructor Contact Info	Instructor	Email*	Each professor will communicate their office hours policy through an announcement in class or on Quercus.
	Scott Douglas (course coordinator)	scott.douglas@rotman.utoronto.ca	
	Elisa Zuliani	elisa.zuliani@rotman.utoronto.ca	
	Amy Kwan	amyk.kwan@utoronto.ca	
	Eszter Palancz	eszter.palancz@rotman.utoronto.ca	
RSM222 Contact Info	For all course related questions, please email RSM222@utoronto.ca A response will be provided within 36-48 business hours (please plan ahead) <i>To help prioritize a response to you, please remember to include "RSM222" at the beginning of the email subject line + chapter/topic of inquiry</i>		

Tutorial Schedule

Refer to the RSM222 Common Page on Quercus for detailed information about tutorials times and tutorial resources. The tutorials for RSM222 will be delivered through a mix of synchronous and asynchronous sessions.

Students are expected to complete all asynchronous content assigned for a given week on their own time. Attendance to synchronous tutorial sessions is optional.

Course Description

Management accounting focuses on the use of accounting information to facilitate the success of manufacturing, service, governmental, and not-for-profit organizations. Business processes and organizations have been changing in response to increased global and domestic competition. These changes include aggressive cost reduction, outsourcing, rightsizing and reengineering, total quality management, advanced manufacturing technologies, and increased use of information technologies. As a result, management accountants play a strategic role in developing and presenting both financial and non-financial information that is critical for the organization's success.

The course is designed to help you understand the concepts and applications of cost management principles, and to provide an opportunity for you to develop skills in applying these principles through exercises and cases.

Learning Outcomes

By the end of this course, students will be able to:

- Demonstrate a proficient understanding of various managerial accounting concepts
- Identify, explain and apply various internal costing systems
- Demonstrate how internal accounting information can be used intelligently (e.g. cost-volume-profit analysis, relevant costing, etc.) to make optimal business decisions in a global business environment
- Demonstrate the analytical skills necessary to diagnose complex business problems in accounting context
- Apply budgeting and budgeting projection tools in a business setting
- Make effective use of management accounting data to diagnose budget variances and assess overall performance.

Course Prerequisites

RSM219H1: Introduction to Financial Accounting; Completion of the Rotman Commerce Guaranteed Admission requirements.

Course Materials

Required Readings

Textbook: Garrison, Libby, Webb, *Managerial Accounting*, Thirteenth Canadian Edition with Connect, McGraw Hill Ryerson, 2024.

On-Line Connect Registration – purchase a code from the UofT Bookstore and go to:
<https://connect.mheducation.com/class/r-rsm222-fall-2025> (Link to an external site)

Electronic Course Materials

This course will be using the following electronic course materials:

- McGraw Hill Connect

These materials will cost a total of \$60.00. The use of these materials complies with all University of Toronto policies which govern fees for course materials. Note that access to McGraw Hill Connect may be purchased in combination with the e-book for a total cost of \$109.00.

Evaluation and Grades

Grades are a measure of the knowledge and skills developed by a student within individual courses. Each student will receive a grade on the basis of how well they have command of the course materials, skills and learning objectives of the course.

Work	Percentage of grade	Due Date
Weekly Connect Homework	10%	Ongoing
Costing Assignment (individual)	5%	October 24 @ 10pm
Current Events Journal (Group)	15%	October 21 @ 10pm (week 3-5 journals) November 30 @ 10pm (week 7-11 journals) Submit in Dropbox on Quercus
Midterm	30%	Friday, October 17 from 7-9pm (tentative) (see section below for details)
Final Exam	35%	TBD – during Final Exam period as scheduled by Faculty of Arts and Science
Participation	5%	Ongoing

Course Format and Expectations

Weekly Connect Homework

You are required to complete homework for the chapter(s) covered following the lecture. The homework must be completed individually. Homework will be accessed through Connect and will be available on Thursday at 8pm, and due on of the following Thursday at 11:59pm (**except the Chapter 13 homework, which will be due on Tuesday, December 2nd.**) There will be 10 homework assignments in total between Chapters 2-13 to complete, as well as one optional practice chapter (Chapter 1). Your lowest score of the 10 will be dropped. Late submissions will not be accepted and failure to successfully complete both portions of the homework (MCQs and problems) and submit before the deadline will result in a mark of zero.

Given that you have more than a week to complete and submit your homework, missed submissions will be considered only in extreme situations (and mark will be allocated to other homework submissions). Details on how to register for Connect are provided on Quercus.

For any issues with the connect platform, please contact the Head TA (see Quercus).

Current Events Journal

B.Com students receive a complimentary subscription to the Globe and Mail Newspaper. In an effort to encourage students to keep up with current events and read business news from a credible source, you will be asked to write a short analysis on relevant news stories shared by your instructor on a weekly basis. This assignment will be completed in a group of 4-5 students from your section. You will be asked to submit a journal with all the articles analyzed over the course of the term. Refer to the Current Events Journal Guidelines document on the Quercus RSM 222 Common Page for additional information on this assignment.

Midterm Test

The term test will be held on Friday, October 17th from 7pm-9pm (tentative), and may consist of multiple-choice questions, short answer questions, and problems. The mid-term test will cover material from Class 1 to 5. If you have a conflict with this test, please email the Head TA a copy of your ACORN timetable by the 3rd class. Students with a valid scheduling conflict will be able to write the mid-term at an alternative time.

Individual Costing Assignment

Refer to the Costing Assignment Guidelines document on the Quercus RSM222 Common Page for additional information on this assignment.

Writing Assignments or Presentations

The Current Events Journal is intended to help you develop your communication skills. How well you communicate your ideas, in writing or orally, will be considered in the evaluation of the assignment. In your written assignments, you should aim for clarity, strong organization, concision, professionalism, and correct grammar. Your presentations should reflect strong planning and organization, clarity of speech, and an engaging demeanour. Sources, whether in written or presentation assignments, should always be correctly attributed.

Support is available through the RC Centre for Professional Skills (CPS) for students who would like help or feedback on their writing or speaking (presentations). CPS offers both individual and group appointments with trained writing instructors and presentation coaches who are familiar with the RC program and common types of business assignments. You can also access your college Writing Centres for help with written assignments.

You can book an appointment [with a writing or presentation coach](#) through the RC Centre for Professional Skills Writing Centre. For more information about writing centres, student supports, and study resources, see the [Writing and Presentation Coaching academic support page](#).

Team or Group Assignments

The Current Events Journal requires students to work in teams of 4-5. Learning to work together in teams is a crucial transferrable skill you will use not only in your coursework, but also in your future careers. Support is available if you encounter common teamwork challenges such as:

- Team members feeling left out of the team.
- Team members not responding in a timely manner to communication.
- Division or quality of work among team members being unequal or unfair.

Consult the [Centre for Professional Skills Teamwork Resources page](#) for tips, strategies, and best practices. You can also [book an appointment with a teamwork mentor](#) through the RC Centre for Professional Skills Writing Centre or by emailing rotmancommerce.teamworkhelp@utoronto.ca. Teamwork mentors can help you resolve or mitigate conflict, strategize on planning, or improve team communication.

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, consult with your Accessibility Advisor about the teamwork in this course.

Class Participation

Students are expected to prepare thoroughly and make every effort to attend every class. As class participation is a graded component of the course, students will be evaluated on the following:

- Thoughtful responses
- Understanding and analysis of topic
- Idea generation
- Promoting further discussion
- Respectful active listening
- Attentiveness

While attendance is necessary for students to participate in class discussions, attendance on its own will not result in a high participation grade. Students must actively contribute and participate by exhibiting the components listed above.

Rotman Commerce students are expected to make every effort to attend each class. Infrequently, students may miss term work, e.g., quizzes, assignments, etc., due to unplanned and extenuating circumstances and must follow the Request for Special Consideration process as outlined in their course outlines. However, **Rotman Commerce will not approve any Request for Special Consideration for participation marks for missed classes. Any such request will be denied.**

Missed Tests and Assignments

Students who miss a term test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration **within 2 business days** of the missed midterm/test/assignment due date.

In such cases, students must:

1. Complete the Request for Special Consideration form: <https://uoft.me/RSMConsideration>
2. Provide documentation to support the request, eg. Absence Declaration from [ACORN, Verification of Illness Form](#) etc.

Please note: As of September 2023, students may use the Absence Declaration on ACORN ***one time per term*** to report an absence and request consideration. **Any subsequent absence will require a Verification of Illness form or other similar relevant documentation.**

Students who do not submit their requests and documentation within 2 days may receive a grade of 0 (zero) on the missed course deliverable.

Students who miss the mid-term examination on October 17th (either regular time or alternative time) and have been approved by Rotman Commerce for Special Consideration **will have the midterm exam reweighted to the final exam.**

Final Exams: If you miss the final exam in this course for a legitimate reason (illness, etc) you will need to contact your College Registrar to file a petition for a deferred exam. This deferred exam will be written at a later date as established by the Faculty of Arts & Science. Instructions can be found here: <https://www.artsci.utoronto.ca/current/faculty-registrar/petitions-appeals/preparing-petition>

Late Assignments

All assignments are due on the date and at the time specified in Quercus. Late submissions will normally be penalized by 20% if the assignment is not received on the specified date, at the specified time. A further penalty of 10% will be applied to each subsequent day.

Statement on Equity, Diversity and Inclusion

The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

Commitment to Accessibility

The University is committed to inclusivity and accessibility, and strives to provide support for, and facilitate the accommodation of, individuals with disabilities so that all may share the same level of access to opportunities and activities offered at the University.

If you require accommodations for a temporary or ongoing disability or health concern, or have any accessibility concerns about the course, the classroom or course materials, please [email Accessibility Services](#) or visit the [Accessibility Services website](#) for more information as soon as possible. Obtaining your accommodation letter may take up to several weeks, so get in touch with them as soon as possible. If you have general questions or concerns about the accessibility of this course, you are encouraged to reach out to your instructor, course coordinator, or Accessibility Services.

Plagiarism Detection

Normally, students will be required to submit their course essays to the University's plagiarism detection tool for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the tool's reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of this tool are described on the [University's Plagiarism Detection Tool FAQ](#) page from Centre for Teaching Support & Innovation.

Generative AI / ChatGPT

Students may use generative artificial intelligence tools as they work through the current event journal assignments and the individual assignment in this course; However, this use must be documented in an appendix for each assignment. The documentation should include what tool(s) were used, how they were used, and how the results from the AI were incorporated into the submitted work.

The use of generative artificial intelligence tools and apps is strictly prohibited when completing Connect homework, mid-term and final exam.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarship at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the U of T degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

[The University of Toronto's Code of Behaviour on Academic Matters](#) outlines the behaviours that constitute academic misconduct, the process for addressing academic offences and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers.
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to) medical notes.

All suspected cases of academic dishonesty will be investigated by the procedures outlined in the [Code of Behaviour on Academic Matters](#). If you have any questions about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other U of T or RC resources such as the RC Centre for Professional Skills, the College Writing Centres or the Academic Success Centre.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all U of T students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up and properly entered on ACORN. For more information visit the [Information Commons Help Desk](#).

Forwarding your utoronto.ca email to a Gmail or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Gmail accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission and may not do so unless permission is granted. Students who have been previously granted permission to record lectures as an accommodation for a disability are excepted. This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission for recording is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in any way. It is forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

Weekly Schedule

Session	Date	Topic	Readings	Connect Homework
1	Week of Sept 2 (M: Sept 8)	Course overview and Introduction to Management Accounting and Cost Concepts.	Chapter 1 & Chapter 2	Practice HW: Ch.1 Due Sept 18 Required HW: Ch 2 Due Sept 18
2	Week of Sept 9 (M: Sept 15)	Cost Behaviors, Cost Flows	Chapter 3	Required HW: Ch 3 Due Sept 25
3	Week of Sept 16 (M: Sept 22)	CVP Analysis & Introduction to Costing Systems Part I: Job-Order Costing	Chapter 4 & Chapter 5	Required HW: Ch 4 Due Oct 2
4	Week of Sept 23 (M: Sept 29)	Costing Systems Part I: (ctd) & Process Costing	Chapter 5 (ctd) & Chapter 6	Required HW: Ch 5&6 Due Oct 9
5	Week of Sept 30 (M: Oct 6)	Costing Systems Part II: ABC Costing	Chapter 7	Required HW: Ch 7 Due Oct 16
	<p><i>**Note that there is no class on Monday October 13 due to the Thanksgiving Holiday. Class 6 materials for Monday classes will be covered on Oct 20.</i></p>			
6	Week of Oct 7 (M: Oct 20**)	Costing Systems Part III: Variable Costing and Cost Systems – Case Application	Chapter 8	Required HW: Ch 8 Due Nov 6
7	Week of Oct 14	<p>No class this week (all sections).</p> <hr/> <p>Mid-Term Test – Friday, October 17th – 7pm to 9pm (tentative) (Cover materials from class 1 to 5)</p>		
8	Week of Oct 21 (M: Nov 3)	Planning and Control: Budgeting	Chapter 9	Required HW: Ch 9 Due Nov 13
	Week of Oct 28	No Classes week of October 27 th – Fall Break		
9	Week of Nov 4 (M: Nov 10)	Planning and Control: Standard Cost & Variance Analysis	Chapter 10 & Appendix 10A	Required HW: Ch 10 Due Nov 20
10	Week of Nov 11 (M: Nov 17)	Relevant Cost for Decision Making	Chapter 12	Required HW: Ch 12 Due Nov 27
11	Week of Nov 18 (M: Nov 24)	Capital Budgeting Decisions	Chapter 13	Required HW: Ch 13 <u>Due Dec 2</u>
12	Week of Nov 25 (M: Dec 1)	Reporting for Control – The Balanced Scorecard	Chapter 11	Required HW: no submission due

Please note that the last day you can drop this course without academic penalty is Nov 11, 2025

Other Useful Links

- [Become a volunteer note taker](#)
- [Accessibility Services Note Taking Support](#)
- [Credit / No-Credit in RSM courses](#)
- [Rotman Commerce Academic Support](#)
- [Where to find teaching assistant opportunities](#)

URL links for print

- ACORN: <http://www.acorn.utoronto.ca/>
- Email Accessibility Services: accessibility.services@utoronto.ca
- Accessibility Services website: <http://studentlife.utoronto.ca/as>
- University's Plagiarism Detection Tool FAQ: <https://uoft.me/pdt-faq>
- The University of Toronto's Code of Behaviour on Academic Matters: <http://www.governingcouncil.utoronto.ca/policies/behaveac.htm>
- Information Commons Help Desk: <http://help.ic.utoronto.ca/category/3/utmail.html>
- Become a volunteer note taker: <https://studentlife.utoronto.ca/program/volunteer-note-taking/>
- Accessibility Services Note Taking Support: <https://studentlife.utoronto.ca/service/note-taking-support/>
- Credit / No-Credit in RSM courses: <https://rotmancommerce.utoronto.ca/current-students/degree-requirements/credit-no-credit-option/>
- Rotman Commerce Academic Support: <https://rotmancommerce.utoronto.ca/current-students/academic-support/>
- Book an appointment with a writing or presentation coach: <http://uoft.me/writingcentres>
- Writing and Presentation Coaching academic support page: <https://rotmancommerce.utoronto.ca/current-students/academic-support/writing-and-presentation-coaching/>
- Centre for Professional Skills Teamwork Resources page: <https://rotmancommerce.utoronto.ca/teamwork-resources>
- Book an appointment with a Teamwork Mentor: <http://uoft.me/writingcentres>