# Course Description

An examination of contemporary accounting issues for managers. Issues related to the principles, techniques, and uses of accounting in the planning and decision making in organizations are studied. The use of information technology plays a key role in this course. Areas of emphasis include the budgetary process, performance evaluation techniques, product costing methods, constraint management, and ethics.

# University Learning Outcomes (ULO)

* **ULO1**:Knowledge of Human Cultures and the Physical and Natural World
* **ULO2**: Intellectual and Practical Skills
* **ULO3**: Personal and Social Responsibility
* **ULO4**: Integrative and Applied Learning
* **ULO5**: Immersed in the Critical Concerns of the Sisters of Mercy of the Americas

# Program Learning Outcomes (PLO)

* **PLO1**: Students will effectively research and communicate in writing (in APA format) ideas and arguments associated with business leadership and management issues. (ULO 1, 3, 4)
* **PLO2**: Students will apply knowledge and skills to develop a comprehensive business plan which demonstrates competency in the following areas: management, operations, finance, and marketing. (ULO 2, 4)
* **PLO3**: Apply critical thinking to real life work problems through the application of theoretical and experiential knowledge. (ULO 1, 2, 4)
* **PLO4**: Students will identify issues and strategies related to ethics and corporate social responsibility and its implications for business. (ULO 2, 3, 4)

# Course Learning Outcomes (CLO)

* **CLO1:** Apply the principles, techniques, and uses of accounting to the planning and decision making of an organization. (PLO3, PLO5)
* **CLO2:** Demonstrate the ability to recognize various costs and the relationship of the costs and financial ratios to maximize company profitability. (PLO3, PLO5, PLO6, PLO7)
* **CLO3:** Demonstrate the ability to make recommendations to an organization to improve its profitability. (PLO3, PLO5, PLO6, PLO7)
* **CLO4:** Use ethical cases and exercises to explain the importance of ethical behavior for managers. (PLO4)
* **CLO5:** Apply knowledge of APA formatting to the accounting project. (PLO1, PLO4)
* **CLO6:** Demonstrate written communication that is grammatically precise, clear, and effective. (PLO1, PLO2)

# Student Expectations

Students are expected to do the following:

* Ask probing and insightful questions related to course content.
* Make meaningful and relevant connections and application to their own learning process.
* Be productive and contributing members of class discussions.

# Required Course Materials

Mowen, M. M., Hansen, D. R., & Heitger, D. L. (2016). *Cornerstones of managerial accounting* (6th ed.). Mason, OH: South-Western Cengage Learning.

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# Suggested Point Values

|  |  |  |
| --- | --- | --- |
| **Assessment** | **Point Value** | **Due** |
| **Week 1** |  |  |
| Discussion: Exercise 1-16 | 20 |  |
| Discussion: Code of Conduct | 20 |  |
| Discussion: GAAP Versus IFRS | 20 |  |
| Week One Homework | 35 |  |
| Week One Quiz | 50 |  |
| **Week 2** |  |  |
| Discussion: Case 3-53 | 20 |  |
| Discussion: Case 4-55 | 20 |  |
| Week Two Homework | 35 |  |
| Ch. 1–4 Integrative Exercise | 40 |  |
| Week Two Quiz | 50 |  |
| **Week 3** |  |  |
| Discussion: Case 5-60 | 20 |  |
| Discussion: Case 7-65 | 20 |  |
| Week Three Homework | 35 |  |
| Week Three Quiz | 50 |  |
| **Week 4** |  |  |
| Discussion: Case 9-54 | 20 |  |
| Discussion: Case 9-56 | 20 |  |
| Week Four Homework | 40 |  |
| Ch. 5–10 Integrative Exercise | 40 |  |
| Week Four Quiz | 50 |  |
| **Week 5** |  |  |
| Discussion: Case 11-60 | 20 |  |
| Discussion: Case Study | 20 |  |
| Week 7 Case 16-55 Preparation | 5 |  |
| Week Five Homework | 40 |  |
| Week Five Quiz | 50 |  |
| **Week 6** |  |  |
| Discussion: Case 13-51 | 20 |  |
| Discussion: Case 14-49 | 20 |  |
| Week Six Homework | 40 |  |
| Ch. 11–14 Integrative Exercise | 40 |  |
| Week Six Quiz | 50 |  |
| **Week 7** |  |  |
| Discussion: Taxes | 20 |  |
| Case 16-55 | 20 |  |
| Week Seven Quiz | 50 |  |
| **Total Points** | **1000** |  |

# Course Schedule

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| --- | --- | --- |
| **Week** | **Start** | **End** |
| One | <insert start date> | <insert end date> |
| Two |  |  |
| Three |  |  |
| Four |  |  |
| Five |  |  |
| Six |  |  |
| Seven |  |  |

# Weekly Learning Modules

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| **Week One: Basic Concepts of Managerial Accounting** | | |
| ***Learning Objectives*** | ***Alignment*** | |
| * 1. Explain the meaning of managerial accounting. | CLO1 | |
| * 1. Identify and explain the current focus of managerial accounting. | CLO1 | |
| * 1. Explain the importance of ethical behavior for managers and managerial accountants. | CLO4 | |
| * 1. Explain the meaning of costs and how costs are assigned to products. | CLO2 | |
| * 1. Recognize the differences between generally accepted accounting principles (GAAP) and international financial reporting standards (IFRS). | CLO1 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | ***Alignment*** | ***AIE*** |
| **Tutorials**  During this course, you will be asked to use and participate in various technologies to complete activities and assignments.  **Review** the tutorials available on Blackboard as needed.  **Click** the **Student Resources** button from the menu on the left. | N/A | N/A |
| **Weekly Participation and Discussion**  The purpose of the weekly discussions is to provide you with a way to synthesize the concepts presented in this course. Each week, you will respond to the discussion questions with a substantive post of 200 to 250 words that addresses all the prompts for the question by 11:59 p.m. EST of the listed due date. By the conclusion of each week, Sunday at 11:59 p.m. EST, you will make at least one substantive comment of 100 to 150 words to 3 of your classmates’ posts for each assigned discussion question. Your comments must further the discussion by following the RISE model for meaningful feedback. It is recommended that you check in periodically throughout the week to ensure that you are meeting the participation requirement.  **Review** the [RISE Model for Peer Feedback](http://elwray.squarespace.com/feedback). |  |  |
| **Readings**  **Read** Ch. 1 & 2 of *Cornerstones of Managerial Accounting*. | WEEK1 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. |  | Live Discussion: lecture and discussion = **1hr.** |
| **Chapter PowerPoint Presentations**  **View** the following PowerPoint presentations:   * Ch. 1 * Ch. 2 | WEEK1 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | ***Alignment*** | ***AIE*** |
| **Discussion: Exercise 1-16**  **Read** Exercise 1-16, “Ethical Behavior,” on p. 24 of the text.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Making reference to the Ch. 1 reading, what is the right choice for the manager to make? Is there any way to redesign the accounting reporting system to discourage the type of behavior that the manager is contemplating?   *Note:* Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 1.3 | Discussion: one post and replies to three other posts = **1hr.** |
| **Discussion: Code of Conduct**  **Locate** the code of conduct for three different companies using the Internet.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Brieﬂy describe the companies and each code of conduct. * What are the similarities? Explain. * What are the differences? Explain.   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 1.2, 1.3 | Discussion: one post and replies to three other posts = **1hr.** |
| **Discussion: GAAP Versus IFRS**  **Research** the topics of GAAP and IFRS on the Internet or the university library.  **Identify** 2 major differences between GAAP and IFRS in the preparation of financial statements.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Briefly describe the major differences between GAAP and IFRS. * By adopting the IFRS principles, do you feel accountants in the United States will have more flexibility in how annual report items get reported? Explain. * If the IFRS principles are adopted, do you feel shareholders, creditors, suppliers and customers will be better informed about U.S. companies? Explain.   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 1.5 | Discussion: one post and replies to three other posts = **1hr.** |
| **Week One Homework**  **Answer** the following questions and problems from *Cornerstones of Managerial Accounting*. Your answers should include reference back to the concepts presented in Ch. 1 & 2.  **Ch. 1:**   * Discussion Questions    + 2 (p. 20)   + 4   + 6   + 9   + 10 * Exercises (Show your calculations.)    + E1-14 (p. 23)   + E1-15 (p. 23)   + E1-18 (p. 24)   **Ch. 2:**   * Discussion Questions    + 3 (p. 49)   + 5 (p. 49)   + 7 (p. 49)   + 10 (p. 50)   + 13 (p. 50) * Exercises and Problems (Show your calculations.)   + E2-23 (p. 53)   + E2-29 (p. 55)   + E2-33 (p. 56)   + P2-47 (p. 61) Use this Excel template.   **Record** your answers in a Microsoft® Word document for narrative answers. Use Microsoft® Excel® as necessary. Some Excel templates may be provided.  **Submit** the Week One Homework answers to the instructor via Blackboard. | WEEK1 | Problem solving = **1.5hr.** |
| **Week One Quiz**  **Complete** the Week One Quiz covering Ch. 1 & 2 of *Cornerstones of Managerial Accounting*. | WEEK1 | Quiz = **1hr**. |

# Faculty Notes

**Assignment Problems:** Some of the assignment problems have an accompanying Excel template provided; encourage students to use this template.

**Adobe Connect:** Students should post any questions or comments they have to the Announcement forum. The instructor can then utilize those questions that come up in the first part of the week to tailor the live Adobe Connect class session that would be scheduled toward the later part of the week. That 1-hour synchronous session will allow students the opportunity to go over any questions they had with the homework and clarify any misconceptions they have about the course content. All Adobe Connect sessions should be recorded and a link to the recording be posted to the course page so any student who misses the session can review it later in the week.

*Note:* It is the instructor’s choice as to what day they will schedule the Adobe Connect Live Session, but it is recommended that they schedule this session for Wednesday of the week so students have plenty of time to review their homework prior to the deadline on Sunday.

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| Week Two: Cost Behavior; Analysis of Cost-Volume-Profit |  |  |
| ***Learning Objectives*** | ***Alignment*** | |
| * 1. Explain the meaning of cost behavior. | CLO1 & CLO2 | |
| * 1. Define and describe *fixed costs* and *variable costs*. | CLO2 | |
| * 1. Define and describe *mixed costs* and *step costs*. | CLO2 | |
| * 1. Apply the breakeven point in number of units and in total sales dollars. | CLO1 | |
| * 1. Explain the effects of risk, uncertainty, and changing variances on a cost-volume-profit analysis. | CLO1 & CLO2 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 3 & 4 of *Cornerstones of Managerial Accounting*. | WEEK2 |  |
| **Videos**  **View** the following videos:   * “How to find Breakeven point in sales and units” [3:13min.]: <https://www.youtube.com/watch?v=9izg6KyV4HU> * “Cost Volume Profit Analysis (CVP): Target Profit” [6:33min.]: <https://www.youtube.com/watch?v=4U60Ya5ysMU> | 2.4 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. |  | Live Discussion: lecture and discussion = **1hr.** |
| **Chapter PowerPoint Presentations**  **View** the following PowerPoint presentations:   * Ch. 3 * Ch. 4 | WEEK2 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | ***Alignment*** | ***AIE*** |
| **Discussion: Case 3-53**  **Read** Case 3-53, “Suspicious Acquisition of Data, Ethical Issues,” on p. 115 of the text.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Is Carl’s behavior ethical? What would Kilborn think? * Is Bill correct in supposing that there are ethical or legal problems involved with the hiring of Carl? Reread the section on corporate codes of conduct in Ch. 1. What would you do if you were Bill? Explain.   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 2.5 | Discussion: one post and replies to three other posts = **1hr.** |
| **Discussion: Case 4-55**  **Read** Case 4-55, “Ethics and Cost-Volume-Profit Application,” on p. 169 of the text.  **Answer** questions 1, 2, & 3 at the bottom of the case by posting a clear and logical response in 150 to 200 words, providing specific examples to support your answers.  *Note:* Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 2.5 | Discussion: one post and replies to three other posts = **1hr.** |
| **Week Two Homework**  **Answer** the following questions and problems in Ch. 3 & 4 from *Cornerstones of Managerial Accounting*.  **Ch. 3:**   * Exercises and Problems   + E3-23 (p. 100)   + E3-33 (p. 105) Use this Excel template.   + P3-43 (p. 109) Use this Excel template.   **Ch. 4:**   * Cornerstone Exercises   + CE4-13 (p. 156) * Exercises and Problems   + E4-32 (p. 161) Use this Excel template.   + E4-33 (p. 161) Use this Excel template.   + E4-34 (p. 161) Use this Excel template.   + P4-43 (p. 164) Use this Excel template.   **Record** your answers in a Microsoft® Word document for narrative answers and in the provided Microsoft® Excel® templates for answers that require a spreadsheet.  **Submit** the Week Two Homework answers to the instructor via Blackboard. | 2.1, 2.2, 2.3 | Problem solving = **1.5hr.** |
| **Ch. 1–4 Integrative Exercise**  **Complete** the Integrative Exercise on p. 170 covering Ch. 1–4 of the text.  **Submit** your answers using Excel or in a Word document to the instructor via Blackboard. Be sure to show your work. | WEEK1 & 2 | Problem solving = **1.5hr.** |
| **Week Two Quiz**  **Complete** the Week Two Quiz covering Ch. 3 & 4 from *Cornerstones of Managerial Accounting*. | WEEK2 | Quiz = **1hr**. |

# Faculty Notes

**Assignment Problems:** Some of the assignment problems have an accompanying Excel template provided; encourage students to use this template.

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| Week Three: Job-Order, Process, and Activity-Based Costing |  |  |
| ***Learning Objectives*** | ***Alignment*** | |
| * 1. Describe the differences between job-order costing, process costing, and activity-based costing. | CLO1 & CLO2 | |
| * 1. Identify the types of firms that would use each costing method. | CLO1 & CLO2 | |
| * 1. Define the predetermined overhead rate. | CLO1 | |
| * 1. Define *equivalent units*, and explain their role in process costing. | CLO1 | |
| * 1. Explain how an activity-based management can be used for cost reduction. | CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 5–7 of *Cornerstones of Managerial Accounting*. | WEEK3 |  |
| **Videos**  **View** the following videos:   * “Job Order Costing” [4:24mins.]: <https://www.youtube.com/watch?v=Uw_52M9GLbg&t=198s> * “Job Order Costing” [5:59mins.]: <https://www.youtube.com/watch?v=F6RzLSSKlZM> * “Activity-Based Costing (ABC)” [13:16mins.]: <https://www.youtube.com/watch?v=fDekWUvNgm4> | 3.1, 3.2, 3.5 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | WEEK3 | Live Discussion: lecture and discussion = **1hr.** |
| **Chapter PowerPoint Presentations**  **View** the following PowerPoint presentations:   * Ch. 5 * Ch. 6 * Ch. 7 | WEEK3 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | ***Alignment*** | ***AIE*** |
| **Discussion: Case 5-60**  **Read** Case 5-60, “Assigning Overhead to Jobs—Ethical Issues,” on p. 229 of the text.  **Post** a clear and logical response in 150 to 200 words to questions 1 & 2 on p. 229.  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 3.1, 3.3 | Discussion: one post and replies to three other posts = **1hr.** |
| **Discussion: Case 7-65**  **Read** Case 7-65, “Activity-Based Product Costing and Ethical Behavior,” on p. 340 of the text.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Do you agree or disagree with Chuck Davis on the advice he gave Leonard Bryner? Explain. * Was there anything wrong or unethical in the behavior that Chuck Davis displayed? Explain your reasoning. * Do you think that Chuck was well informed—that he was aware of the accounting implications of ABC and that he knew what was meant by cost drivers? Should he have been well informed? Review in Ch. 1 the ﬁrst category of the Statement of Ethical Professional Practice for management accountants. Do any of these standards apply in Chuck’s case?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 3.5 | Discussion: one post and replies to three other posts = **1hr.** |
| **Week Three Homework**  **Answer** the following questions and problems from Ch. 5–7 from *Cornerstones of Managerial Accounting*.  **Ch. 5:**   * Exercises and Problems    + CE5-22 (p. 213)   + CE5-24 (p. 213)   + E5-29 (p. 215)   + E5-39 (p. 218) Use this Excel template.   + PR5-50 (p. 223) Use this Excel template.   **Ch. 6:**   * Exercises     + E6-22 (p. 264)   + E6-31 (p.266) Use this Excel template.   + E6-33 (p.267) Use this Excel template.   **Ch. 7:**   * Exercises and Problems (Show your calculations.)    + E7-38 (p. 323)   + E7-40 (p. 324) Use this Excel template.   + P7-54 (pp. 330 & 331) Use this Excel template.   **Record** your answers in a Microsoft® Word document for narrative answers and in the provided Microsoft® Excel® templates for answers that require a spreadsheet.  **Submit** the Week Three Homework answers to the instructor via Blackboard. | WEEK3 | Problem solving = **1.5hr.** |
| **Week Three Quiz**  **Complete** the Week Three Quiz covering Chapters 5–7 from *Cornerstones of Managerial Accounting*. | WEEK3 | Quiz = **1hr**. |

# Faculty Notes

**Assignment Problems:** Some of the assignment problems have an accompanying Excel template provided; encourage students to use this template.

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| Week Four: Profit Planning and Standard Costing |  |  |
| ***Learning Objectives*** | ***Alignment*** | |
| * 1. Define *budgeting*, and discuss its role in planning, control, and decision making. | CLO1 | |
| * 1. Define and prepare the *operating budget* and the *financial budget*. | CLO1 & CLO6 | |
| * 1. Identify the major components of a budget, and explain the interrelationships of those components. | CLO1 | |
| * 1. Describe the behavioral dimension of budgeting. | CLO1 | |
| * 1. Describe the basic concepts underlying variance analysis. | CLO1 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 9 & 10 of *Cornerstones of Managerial Accounting*. | WEEK4 |  |
| **Videos**  **View** the video “How to Make a Cash Budget” [7:09mins.]: <https://www.youtube.com/watch?v=hxYefnq_Bz8&feature=youtu.be>  *Note*: This video will assist you in completing the Week 4 Homework, Exercise 9-32.  **View** the following videos:   * “Standard Cost Versus Actual Cost” [5:44mins.]: <https://www.youtube.com/watch?v=KTeY4TBh5nA> * “Standard Cost and Variance Analysis” [16:24mins.]: <https://www.youtube.com/watch?v=yWOdzhjHNSM> | 4.1, 4.2, 4.3, 4.5 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. |  | Live Discussion: lecture and discussion = **1hr.** |
| **Chapter PowerPoint Presentations**  **View** the following PowerPoint presentations:   * Ch. 9 * Ch. 10 | WEEK4 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | ***Alignment*** | ***AIE*** |
| **Discussion: Case 9-54**  **Read** Case 9-54, “Budgeting in the Government Sector, Internet Research,” on p. 427 of the text.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * When is the federal budget prepared? Who is responsible for preparing the federal budget? * How is the ﬁnal federal budget determined? Explain in detail how the government creates its budget. * What percentage of the gross domestic product (GDP) is represented by the federal budget? * What are the revenue sources for the federal budget? Indicate the percentage contribution of each of the major sources. * How does U.S. spending as a percentage of GDP compare with the spending of other countries? * How are deﬁcits ﬁnanced?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 4.1, 4.2, 4.3, 4.4 | Discussion: one post and replies to three other posts = **1hr.** |
| **Discussion: Case 9-56**  **Read** Case 9-56, “Budgetary Performance, Rewards, Ethical Behavior,” on p. 429 of the text.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Comment on the ethics of Linda’s behavior. Are her actions right or wrong? What role does the company play in encouraging her actions? * Suppose you are the marketing manager for the division, and you receive instructions to defer the closing of sales until the next ﬁscal year. What would you do? * Suppose you are a plant manager, and you know your budget has been padded by the division manager. Furthermore, suppose the padding is common knowledge among the plant managers, who support it because it increases the ability to achieve the budget and receive a bonus. What would you do? * Suppose you are the division controller, and you receive instructions from the division manager to accelerate the recognition of some expenses that legitimately belong to a future period. What would you do?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 4.1, 4.2, 4.3, 4.4 | Discussion: one post and replies to three other posts = **1hr.** |
| **Week Four Homework**  **Answer** the following questions and problems in Ch. 9 & 10 from *Cornerstones of Managerial Accounting*.  **Ch. 9:**   * Exercises and Problems   + E9-21 (p. 412)   + E9-22 (p. 412)   + E9-36 (p.417) Use this Excel template.   + P9-50 (p.424) Use this Excel template.   + P9-52 (p. 426) Use this Excel template.   **Ch. 10:**   * Exercises and Problems    + E10-26 (p. 460)   + P10-43 (p. 467) Use this Excel template.   + P10-47 (p. 470) Use this Excel template.   **Record** your answers in a Microsoft® Word document for narrative answers and in the provided Microsoft® Excel® spreadsheet for answers that require a spreadsheet.  **Submit** the Week Four Homework answers to the instructor via Blackboard. | WEEK4 | Problem solving = **1.5hr.** |
| **Ch. 5–10 Integrative Exercise**  **Complete** theIntegrative Exerciseon p. 474 covering Ch. 5–10 of the text.  **Submit** your answers using Excel or in a Word document to the instructor via Blackboard. Be sure to show your work. | WEEK3 & 4 | Problem solving = **1.5hr.** |
| **Week Four Quiz**  **Complete** the Week Four Quiz covering Ch. 9 & 10 from *Cornerstones of Managerial Accounting*. | WEEK4 | Quiz = **1hr**. |

# Faculty Notes

**Assignment Problems:** Some of the assignment problems have an accompanying Excel template provided; encourage students to use this template.

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| Week Five: Budgets and Performance Evaluation |  |  |
| ***Learning Objectives*** | ***Alignment*** | |
| * 1. Prepare and use budgets for performance evaluation. | CLO1 & CLO3 | |
| * 1. Explain the meaning of variable and fixed overhead analysis. | CLO1 & CLO2 | |
| * 1. Explain how and why firms choose to decentralize. | CLO1 & CLO3 | |
| * 1. Explain the uses of the balanced scorecard. | CLO1 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 11 & 12 of *Cornerstones of Managerial Accounting*. | WEEK5 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | VARIES | Live Discussion: lecture and discussion = **1hr.** |
| **Chapter PowerPoint Presentations**  **View** the following PowerPoint presentations:   * Ch. 11 * Ch. 12 | WEEK5 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | ***Alignment*** | ***AIE*** |
| **Discussion: Case 11-60**  **Read** Case 11-60, “Ethical Considerations; Flexible Budgeting and the Environment,” on p. 521 of the text.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answer:   * Do ﬁnancial ofﬁcers have an ethical obligation to help reduce negative environmental effects? Identify and discuss which parts of the IMA’s Statement of Ethical Professional Practice might apply. Additionally, describe the role that ﬂexible budgeting may play in reducing environmental effects. * Identify 2 potential ethical dilemmas that might surface in the use of ﬂexible budgeting for performance evaluation (the dilemmas do not need to be connected with environmental activities).   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Post** constructive criticism, clarification, additional questions, or your own relevant thoughts to 3 of your classmates' posts by Sunday. | 5.1, 5.4 | Discussion: one post and replies to three other posts = **1hr.** |
| **Discussion: Case Study**  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Each of us has had some experience with budgeting. It might have been when you were a child and trying to figure out what to do with your allowance money and how to stretch it out, or starting your first job and figuring out how much discretionary income you had available, or possibly how the budgeting works in your current position.   Reflect on your personal experience regarding budgeting. Provide a brief background and details of your budget. Include your personal opinion regarding the budget and its effectiveness or ineffectiveness.  *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 5.1 | Discussion: one post and replies to three other posts = **1hr.** |
| **Week 7 Case 16-55 Preparation**  In week 7 you will be required to do some ratio comparisons of 2 **publicly** traded companies. You must **select** 2 companies that are in a similar business and industry; You may find using NAICS or SIC codes helpful when doing your research. Some examples of rival publicly traded companies from the same industry are Pepsi and Coca Cola or possibly Dell and IBM. The choice is up to each student and must be submitted through Blackboard and approved by the instructor. | N/A |  |
| **Week Five Homework**  **Answer** the following questions and problems in Ch. 11 & 12 from *Cornerstones of Managerial Accounting*.  **Ch. 11:**   * 1 * Exercises and Problems    + E11-19 (p. 505)   + E11-31 (p. 508) Use this Excel template.   + P11-43 (p. 512) Use this Excel template.   + P11-49 (p. 514) Use this Excel template.   **Ch. 12:**   * Exercises and Problems    + E12-20 (p. 562) Use this Excel template.   + P12-34 (p. 565) Use this Excel template.   + P12-37 (p. 567) Use this Excel template.   **Record** your answers in a Microsoft® Word document for narrative answers and in the provided Microsoft® Excel® spreadsheet for answers that require a spreadsheet.  **Submit** the Week Five Homework answers to the instructor via Blackboard. | WEEK5 | Problem solving = **1.5hr.** |
| **Week Five Quiz**  **Complete** the Week Five Quiz covering Ch. 11 & 12 from *Cornerstones of Managerial Accounting*. | WEEK5 | Quiz = **1hr**. |

# Faculty Notes

**Assignment Problems:** Some of the assignment problems have an accompanying Excel template provided; encourage students to use this template.

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| Week Six: Relevant Costing and Capital Investments |  |  |
| ***Learning Objectives*** | ***Alignment*** | |
| * 1. Describe the short-run decision-making model. | CLO1 & CLO3 | |
| * 1. Explain how cost behavior affects the information used to make decisions. | CLO2 & CLO3 | |
| * 1. Apply relevant costing and decision-making concepts in a variety of business situations. | CLO1 | |
| * 1. Explain the meaning of capital investment decisions. | CLO1 & CLO3 | |
| * 1. Distinguish between independent and mutually exclusive capital decisions. | CLO1 & CLO3 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | ***Alignment*** | ***AIE*** |
| **Readings**  **Read** Ch. 13 & 14 of *Cornerstones of Managerial Accounting*. | WEEK6 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | VARIES | Live Discussion: lecture and discussion = **1hr.** |
| **Chapter PowerPoint Presentations**  **View** the following PowerPoint presentations:   * Ch. 13 * Ch. 14 | WEEK6 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | ***Alignment*** | ***AIE*** |
| **Discussion: Case 13-51**  **Read** Case 13-51, “Make or Buy: Ethical Considerations,” on p. 619 of the text.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Should Pamela have told Roger about the impending decision concerning the power department? What do you think most corporate codes of ethics would state about this? * Should Pamela provide Larry with the correct data concerning the power department, or should she protect its workers? What would you do if you were Pamela?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 6.2, 6.3 | Discussion: one post and replies to three other posts = **1hr.** |
| **Discussion: Case 14-49**  **Read**Case 14-49, “Capital Investment and Ethical Behavior,” on p. 667 of the text.  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * Evaluate the ethical behavior of Manny. Should Manny have called Todd in the first place? What if Todd had agreed to meet the lower bid price—would there have been any problems? * Identify the parts of the Statement of Ethical Professional Practice that Manny may be violating, if any.   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 6.4, 6.5 | Discussion: one post and replies to three other posts = **1hr.** |
| **Week 7 Case 16-55 Preparation**  In Week 7, Case 16-55 requires you to choose 2 companies to answer the case study. If you have not submitted your companies in Week 5, **inform** your instructor the names of these companies that you plan to use to complete discussion question.  **Submit** thenames of 2 companies through Blackboard. Be sure to get approval for the chosen companies. | N/A |  |
| **Week Six Homework**  **Answer** the following questions and problems in Ch. 13 & 14 from *Cornerstones of Managerial Accounting*.  **Ch. 13:**   * Exercises and Problems   + E13-17 (p. 606)   + E13-24 (p. 608)   + E13-27 (p. 609) Use this Excel template.   + E13-35 (p. 611) Use this Excel template.   + E13-41 (p. 613) Use this Excel template.   **Ch. 14:**   * Exercises   + E14-21 (p. 656)   + E14-22 (p. 656)   + E14-26 (p. 657) Use this Excel template.   + E14-27 (p. 657) Use this Excel template.   **Record** your answers in a Microsoft® Word document for narrative answers and in the provided Microsoft® Excel® spreadsheet for answers that require a spreadsheet.  **Submit** the Week Six Homework answers to the instructor via Blackboard. Be sure to show your work. | WEEK6 | Problem solving = **1.5hr.** |
| **Ch. 11–14 Integrative Exercise**  **Complete** the Integrative Exercise on p. 670 covering Ch. 11**–**14 of the text.  **Submit** your answers using Excel or in a Word document to the instructor via Blackboard. | WEEK5 & 6 | Problem solving = **1.5hr.** |
| **Week Six Quiz**  **Complete** the Week Six Quiz covering Ch. 13 & 14 from *Cornerstones of Managerial Accounting*. | WEEK6 | Quiz = **1hr**. |

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| Week Seven: Analysis of Financial Statements |  |  |
| ***Learning Objectives*** | ***Alignment*** | |
| * 1. Analyze financial statements using common-size analysis techniques. | CLO1 | |
| * 1. Explain why historical standards and industrial averages are important for ratio analysis. | CLO2 | |
| * 1. Calculate and use ratios in analyzing an organizations performance. | CLO2 & CLO3 | |
| * 1. Differentiate between double taxation, tax avoidance, and tax evasion. | CLO4 | |
| ***Resources, Activities, and Preparation***  *Utilize these resources and complete these activities in preparation for your graded assignments.* | ***Alignment*** | ***AIE*** |
| **Reading**  **Read** Ch. 16 of *Cornerstones of Managerial Accounting*. | WEEK7 |  |
| **Videos**  **View** the following videos:   * “Is limited liability or double taxation fair?” [10:17mins.]: <https://www.youtube.com/watch?v=IiKKAw38ss0> * “tax evasion vs tax avoidance” [2:44mins.]: <https://www.youtube.com/watch?v=9mXRSEGj3WI> | 7.4 |  |
| ***Supplemental Resources and Activities***  *Explore these optional resources to deepen your understanding.* | ***Alignment*** | ***AIE*** |
| **Adobe Connect Live Discussion**  **Review** [Adobe Connect Resources](https://sites.gmercyu.edu/student-resources/adobe-connect-resources/).  **Participate** in the scheduled live session with the course instructor. This session will provide an overview of the course and discuss the major assignments in the course.  **Prepare** to ask questions concerning the content of the week and the course as a whole.  *Note:* A recorded lecture will be made available to those who are unable to attend the live session. | VARIES | Live Discussion: lecture and discussion = **1hr.** |
| **Chapter PowerPoint Presentation**  **View** the following PowerPoint presentation:   * Ch. 16 | WEEK7 |  |
| ***Graded Assignments***  *Complete these graded assessments by the end of the week unless specified otherwise.* | ***Alignment*** | ***AIE*** |
| **Discussion: Taxes**  **Post** a clear and logical response in 150 to 200 words to the following, providing specific examples to support your answers:   * After viewing the videos listed in the resources regarding double taxation, tax evasion, and tax avoidance, do you feel that double taxation is fair? Explain? * Do you feel the loopholes used by big companies should be closed? Explain?   *Note*: Initial answers to the questions are due by 11:59 p.m. (Eastern time) on Thursday.  **Respond** to at least 3 students in a manner that is thought provoking and that appropriately challenges or elevates the discussion. All responses must be posted by 11:59 p.m. (Eastern time) on Sunday. | 7.4 | Discussion: one post and replies to three other posts = **1hr.** |
| **Case 16-55**  Using the internet, corporate websites, Keiss Library and/or any other resources at your disposal, find the ratios listed on p. 759 under Case 16-55 for your two companies. You must get data for the same time period for each company (i.e. !Q16, fiscal 2015, 3Q16, fiscal 2016). You can get the ratios by looking them up or calculating them from the financial statements that are available online.  Once you have the ratios figured out, **create** a table with 3 headings: 1) Company A that you have chosen, 2) Company B that you have chosen and 3) the third column Industry Standard. Finding Industry Standards may be difficult but the information can be found.  Once the table is complete, **write** a comparison of 500-words or more on the 2 companies based on the ratios you compiled. In doing your comparison, consider if the companies are both doing as well as the industry in general or worse than the industry that they operate in. In the final paragraph, **state** your opinion as to which company is the better one and why you believe they are better. | 7.2 & 7.3 | Discussion: one post and replies to three other posts = **1hr.** |
| **Week Seven Quiz**  **Complete** the Week Seven Quiz covering Ch. 16 from *Cornerstones of Managerial Accounting*. | WEEK7 | Quiz = **1hr**. |

# Breakdown of Academic Instructional Equivalencies

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|  | **AIE Hours** |
| **Week 1** |  |
| Required | 5.5 |
| Supplemental | 1 |
| **Week 2** |  |
| Required | 6 |
| Supplemental | 1 |
| **Week 3** |  |
| Required | 4.5 |
| Supplemental | 1 |
| **Week 4** |  |
| Required | 6 |
| Supplemental | 1 |
| **Week 5** |  |
| Required | 4.5 |
| Supplemental | 1 |
| **Week 6** |  |
| Required | 6 |
| Supplemental | 1 |
| **Week 7** |  |
| Required | 3 |
| Supplemental | 1 |
|  |  |
| **Total Required Hours** | 35.5 |
| **Total Supplemental Hours** | 7 |
| **Total Hours** | 42.5 |