

MGT 4015/6015 TSB
Advanced Managerial Accounting

Fall Semester, 2012

Instructor: Professor Michael Kilgore

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Class Schedule: Room 103 COM, Mondays and Wednesdays, 6:05pm – 7:25pm

Office Hours: By appointment and communicated through e-mail

- I. Course Objective** – This course examines case studies in managerial accounting. Some of the topics discussed are costing systems, job-order versus process cost systems, absorption versus variable costing, activity-based costing, activity-based management, service center allocation, transfer pricing, non-financial performance measurement.
- II. Class Method & Preparation** – Class activity will include lectures, problem solving, case discussion, and case presentation. Class participation is required, as you will see below, and will make for a more interesting class. *You are **required** to be in attendance and prepared for every class.* Each student is expected to have read *all* of the assigned material, prior to lecture, and to *prepare all* of the assigned cases *before* the assigned class period
- III. Prerequisites** – The prerequisites for this course are ACCT 2102 for MGT 4015 and MGT 6121 for MGT 6015. If you have not had either of these courses, then you need to drop this course until you have taken the prerequisites. I will check prerequisites by the second week of class. If you took the prerequisite at another institution, then you need to show proof (e.g. transcript) that you have. Otherwise, **you will be dropped** from the course.
- IV. Text** - Advanced Management Accounting, by Kaplan and Atkinson (3e) [KA]
The Design of Cost Management Systems, Kaplan handouts [CK]

V. <u>Grading</u>	5 Case Write-ups (In Teams)	100
	Class Participation	40
	Oral & Written Project	30
	Application Paper	<u>30</u>
	Total Percentage	<u>200</u>

Total percentage earned as follows will determine the letter grade for the course:

180-200 points = A
160-179 points = B
140-169 points = C
120-139 points = D
Below 120 points = F

- VI. **Case Work** – There are five (5) cases worth fifty percent (50%) of the class. Cases are assigned from the text or will be available on t-square at the following address <http://t-square.gatech.edu>. Cases should be typed on 8 ½ by 11 inch paper, double spaced, and should be 3-5 pages in length.

Cases are due at the beginning of class on the date assigned – no exceptions! It **will not** be accepted late. Email me your cases, prior to lecture, if you will be absent from class. **Do not** ask for exceptions to this rule. *Professor's discretion determines completeness.*

You are encouraged to work together in preparing for every class, especially those for which a case is presented. For the written assignments, each team of students is to turn in one report. Each team should consist of a minimum of five people. **You form your own teams.** Teams are to be finalized during the second week of classes. Different groups ***should not*** work together on case assignments. *The Final application case, which will be handed out about two weeks before finals week, is to be done on an individual basis only! You should not be working with anyone else on the final case.*

- VII. **Oral & Written Project** – You will be grouped in a team of at least five people near the middle of the semester to complete the project. This project should demonstrate the application of one or more managerial accounting topics/issues in an **actual** organization(s). Some examples of sources are: a current or past employer, published annual report, magazine article, and company website. The projects can range from demonstrations of technical computations to analyses of behavioral issues.

The oral presentation should take between 15-20 minutes and each group member should participate equally. The dates will be assigned when teams are assigned.

The report should be **typed** on letter-sized (8.5 inch x 11) paper. It should be 3-5 double-spaced pages in length (plus any exhibits) and is due on the last day of class.

- VIII. **Final** – This is an application paper based on a case that will be assigned about two weeks before finals week. It is worth fifteen percent (15%) of your grade and will be a case that encompasses many of the concepts discussed during the course. The due date of the case is assigned later in the syllabus. **Individual effort only!**

- IX. **Name Tent** – **Name Tents are mandatory!** I will attempt to learn who you are during the semester. This will be a challenge for me; however, I enjoy student interaction. To help me in this endeavor, you will need to complete a name tent and **place it in front of you for EVERY CLASS (especially on Examination Days).**

- X. **Communicating with Me** - The scheduling of classes leaves little time to deal with questions either immediately before or after class. Moreover, over the years I believe that students have become less inclined to bring their questions to scheduled office hours. Alternatively, I have found that email is a very effective mode of dealing with inquiries concerning the course and other related matters. I am on my computer (either at work or at home) for a large portion of the time, and this includes both Saturday and Sunday. My response time is usually very quick. You should in no way take these remarks as implying that I am unwilling or uninterested in meeting with you on a face-to-face basis.

XI. Honor Policy - The institute's Academic Honor Code is in effect for this class. Detail on the Code is available at www.honor.gatech.edu. (*See the attached Honor Statement*)

XII. Incomplete Policy - If a student is unable to complete work for a course on time for reasons of health, family tragedy, or other nonacademic circumstances the instructor deems appropriate, the grade of "I" may be assigned. In such cases, it shall be the student's responsibility to contact the instructor before the scheduled day of the final examination of the course. University policies will govern these activities, including a letter from the Dean of Students stating this request.

Professor's Note: *I reserve the right to make amendments to this syllabus as dictated by class experiences or as I see fit.*

The Learning Environment – With a large class size, it is important to have a classroom environment that supports learning for everyone. This requires that some basic rules of respectful behavior be followed.

Student Bill of Academic Rights*

The Student Bill of Academic Rights outlines a number of rights that are directly tied to the manner in which classes are conducted. Given their importance, these rights are reproduced below:

1. The right to attend classes regularly scheduled times without deviation from such time and without penalty if the student cannot attend instructional, lab, or examination hours not institutionally scheduled.
2. The right to consult with an assigned and qualified advisor for a reasonable amount of time each term.
3. The right to consult with faculty outside usual classroom time such as regularly scheduled office hours or by appointment.
4. The right to have reasonable access to campus facilities of which use is required to complete course assignments and/or objectives.
5. The right to receive a syllabus for each course at the first class meeting. The syllabus should include an outline of the course objectives, criteria used in determining the course grade, and any other requirements. Students should be informed of any changes made to the syllabus with reasonable time to adjust to these changes.
6. The right to have reasonable time to learn course material prior to the administration of an examination.
7. The right of each student to receive access to any of his/her records kept by the institution.
8. The right to have reasonable access to grading instruments and/or evaluation criteria and to have graded material returned in a timely fashion.
9. The right to be informed of the grade appeals process.**
10. The right to have reasonable facilities in which to receive instruction and examinations.
11. The right to be informed in each course of the definition of academic misconduct.

*Source: Section XXII of Georgia Tech Scholastic Regulations

**The grade appeals process is available as item 20 at the following address: www.registrar.gatech.edu/rules

College of Management Behavior Guidelines: Professors and Students

The College of Management faculty adopted a set of guidelines for both faculty and students in the spring of 2003. The guidelines are the product of a committee that included undergraduate students from the Student Advisory Board, MBA students, Ph.D. students, faculty, and staff. These guidelines are not onerous and they should typify the behavior of faculty and students in a civil society. Please comply with these guidelines in the constructive spirit in which they were developed and endorsed.

Preamble **College of Management**

Guidelines for Classroom Courtesy & Related Matters

The College of Management occupies a beautiful state-of-the-art facility. In line with the quality of our physical space, the faculty, with the assistance of staff and students, developed a set of guidelines that mirror the quality of our facilities in order to help us establish and nurture a strong professional environment throughout the College. These guidelines are designed to encourage students, staff, and faculty to work together in a cooperative and productive spirit. The creation of a strong professional culture within the College should enhance the classroom experience for its students and faculty as well as its reputation within the larger community as a premier educational institution.

The general guidelines listed below are items on which all who participated in the guidelines project were in agreement. The list of examples, for both professors and students, may or may not be followed in all classes. For example, in the case of my classes, wearing caps and eating in class is not considered acceptable behavior. We will discuss these guidelines in the first class session.

Professor guidelines

General Guidelines

Treat each student with courtesy and respect.

Be thoroughly and fully prepared for each class session.

Conduct courses in line with the details of the course syllabus and provide the complete outline to all students.

Enforce the honor code and deal with disruptive behavior.

Examples

Come to class on time.

Make every effort to respond to questions fully and courteously.

Be available on a reasonable basis to students outside of the classroom.

Solicit and respond to student questions relating to class material.

Design examinations/exercises/quizzes that focus on the development of meaningful skills and not simply upon the memorization of factual material.

Present subject matter that is as contemporary as possible and do so with enthusiasm.

Return graded material promptly along with solution commentary.

Provide class materials to all students.

Try to respond to unanswered questions by the next class period.

If at all possible, please notify students if unable to make regular office hours or appointments.

Student guidelines

General Guidelines

Treat each other with courtesy and respect.

Conduct ourselves with honor and be active about upholding the honor code amongst ourselves.

Prepare for class and participate actively by asking questions.

Take responsibility for our actions.

Examples

Arrive at class on time and, if late, find a seat quickly and disturb the class as little as possible.

Do not talk while others are talking, whether they are students or professors.

Make sure you understand what is considered acceptable in group work and with respect to take-home assignments (if it's not made explicit by the professor, ask—this will help all students).

Be willing to work with those you don't know.

Be understanding of other's schedules and cooperate actively in finding time for group meetings.

If and when there is a guest speaker, be attentive and participate (ask questions).

Do not use laptops for purposes that are not directly related to the current class session (Do not use at all if this is class policy).

Do not use cell phones or pagers in class—cell phones should be turned off.

Do not sleep in class.

Do not consume food or drink in the classroom in such a way that it is disruptive (and clean up after yourself).

Keep your personal noise level to a minimum (i.e. organizing binders, eating, if applicable, coughing/sneezing) and leave the room if you are disrupting the class

Do not wear clothing, e.g., caps, which interfere with the educational process from the perspective of either the professor or the students.

MGT 4015 Course Schedule:

<u>Date of Class</u>	<u>Agenda</u>	<u>Assignment</u>
Mon., August 20	Overview of Managerial Accounting	Read KA Ch.1
Wed., August 22	Cost Behavior and CVP Analysis	Read KA Ch.2, Case: Tyrene Products *
Mon., August 27	Stage III Systems for Learning and Improvements	Read CK Ch.3, Case: Texas Eastman handouts
Wed., August 29	Case: Texas Eastman	Read CK Ch.1 handout
Mon., September 3	<i>Official School Holiday (no class)</i>	
Wed., September 5	Cost Performance Management Systems	Case: Bridgeton Industries
Mon., September 10	Case: Bridgeton Industries	Case Colorscope (assigned)
Wed., September 12	Case: Colorscope	Colorscope due , Read CK Ch.2 handout
Mon., September 17	Traditional Stage II Cost Systems	Case: Seligram
Wed., September 19	Case: Seligram	Case: Komatsu (B)
Mon., September 24	Standard Cost Lecture, Case: Komatsu (B)	Greenbelt Athletic Club *
Wed., September 26	Case: Greenbelt Athletic Club *	Case: Toco Hills University * (assigned)
Mon., October 1	Case: Toco Hills University *	Toco Hills due , Case: Citizen Watch
Wed., October 3	Case: Citizen Watch	Case: Sumitomo Electric Industries (assigned)
Mon., October 8	Case: Sumitomo Electric Industries	Sumitomo due , Read KA Ch.4
Wed., October 10	Activity-Based Costing Systems	Case: Classic Pen

* - Cases available on t-square

Course Schedule (continued):

<u>Date of Class</u>	<u>Agenda</u>	<u>Assignment</u>
Mon., October 15	<i>Fall Recess (no class)</i>	
Wed., October 17	Case: Classic Pen	Read CK Ch.9
Mon., October 22	Applying ABC to Service Industries	Case: Sports Management Training Institute (SMTI) *
Wed., October 24	Case: Sports Management Training Institute *	Case: Greenfield Hills Apartments * (assigned)
Mon., October 29	Case: Greenfield Hills Apartments *	Greenfield Hills due, Read KA Ch.5
Wed., October 31	Operational and Strategic Activity-Based Management	Case: Stream International
Mon., November 5	Strategic Activity-Based Management for Customers and Suppliers	Case: Pillsbury (assigned)
Wed., November 7	Case: Pillsbury	Pillsbury due
Mon., November 12	Strategic Activity-Based Management: Product Development	Case: Olympus Optical (A)
Wed., November 14	Case: Olympus Optical (A)	Read KA Ch.8
Mon., November 19	The Balanced Scorecard	Case: Chemical Bank
Wed., November 21	Case: Chemical Bank	Read KA Ch.13
Mon., November 26	Incentive and Compensation Systems	Case: Charles River Company
Wed., November 28	Case: Charles River Company	
Mon., December 3	Oral Project Presentations	
Wed., December 5	Oral Project Presentations	
Mon., December 10	Final Case due (by 6 pm, my office)	

* - Cases available on t-square

Key Semester Dates

Date:	Event:
September 3	Official School Holiday (Memorial Day)
October 12	Last day to Pink Parachute (drop individual courses)
October 13-16	Fall Recess
October 28	Last day to withdraw from school with “W” grades in all classes
November 22-23	Thanksgiving Holiday
December 7	Last day of class (campus wide)
December 10-14	Final Examinations

Instructor: Michael Kilgore

ACKNOWLEDGEMENT OF HONOR STATEMENT

I acknowledge the following:

1. Honor Code:

- The Institute's Honor Code is in effect for this class at all times.
- It is clearly stated in the syllabus to this class and was discussed at the first lecture and subsequent lectures prior to the first examination that the Honor Code was in effect for this class.
- I understand that as a member of the Georgia Tech Community, it is my responsibility to uphold the Honor Code at all times.
- I promise not to violate the Honor Code myself, but will report any violations of which I become aware to the professor.
- I also understand the professor will submit any suspected violations to the Honor Advisory Council for investigation as to whether a violation has occurred.
- I am reminded that I signed an honor agreement affirming my commitment to uphold the Honor Code as a part of my admission to the Institute.

2. "Word":

- I understand that "Word", as defined by the professor, is the *"Unauthorized use of any previous semester course materials, such as tests, quizzes, homework, cases, projects, and other coursework"* and is prohibited in this class.
- My signature below attests and confirms that I am aware that the school Honor code is in effect for this class and will be enforced by the professor.

Name (print clearly and in pen):

Signature: _____

Date: _____