


Carnegie Mellon
Heinz College

Course Information*	<ul style="list-style-type: none"> ● Course: 90725 – Management Accounting ● Offering: Mini 4 (6 units) ● Location: HBH TBD ● Time: 3:00 pm to 4:30 pm ● Dates: Tuesday's & Thursday's ● Instructor: James Jordan Distinguished Service Professor of Healthcare & Biotechnology Management Phone: 978-857-8780 Email: jfjordan@andrew.cmu.edu ● Teaching Assistant: T-B-D Phone: Email: ● Office hours – To be announced
Prerequisites (if applicable)	Pre-requisites 95-715 or 90-723
Description*	<p>Information provided by external financial reporting (financial statements) is compiled too late to be actionable to change an organizations performance, it is also too aggregated for managers to use in making strategic decisions.</p> <p>Managers must make numerous day-to-day decisions to effectively operate their business profitably, they must also adjust to changing external and internal situations.</p> <p>The purpose of this class is to familiarize students with the language and techniques of managerial accounting and to develop and sharpen their analytic capabilities.</p> <p>Students will gain insight into cost systems and cost behavior, how to evaluate performance and compare alternatives. This course focuses as much as possible on the practical application of managerial analysis. This course relies heavily on performing calculations and interpreting the results.</p> <p>Material is presented in a combination of lecture and modeling exercises. It is assumed that participants have a general knowledge of accounting as well as a basic knowledge of Excel.</p>

<p>Course Materials (if applicable)</p>	<div data-bbox="412 163 1000 829" data-label="Image"> </div> <div data-bbox="1019 184 1516 756" data-label="List-Group"> <ol style="list-style-type: none"> <p>1. Book:</p> <p>We will be utilizing the digital education platform Cengage Learning where students can buy or rent the book</p> <p>Managerial Accounting 14th Addition</p> <p>2. CENGAGE Companion Site</p> <p>The publishers provide an online site where students can obtain additional information such as excel templates and student study guides are available.</p>  </div>
<p>Evaluation* Method</p>	<p>Four mechanisms will be used to evaluate student performance during the course:</p> <ul style="list-style-type: none"> • Four homework assignment at 5% each for a total of 20% • Five quizzes at 14% each for a total of 70% for both tests • Participation 5% • Reflective Journal 5% <p>Attendance: If a student cannot attend a class, they should send the instructor an e-mail to let him know they are unable to attend. There will be 14 meetings, missing more than two sessions will result in a full grade loss, missing three sessions a grade and a half loss. More than three sessions will result in a failed grade</p> <p>Homework: The purpose of the homework assignments is to reinforce and provide extra information and practice detail beyond what class time allows.</p> <p>Participation: Participation will be assessed through three objective measures: class attendance, showing up for class on time and not leaving early, and speaking aloud during class.</p> <p>Quizzes: There will be five short quizzes of approximately 30 minutes.</p> <p>Reflective Journal: A weekly reflection journal will be required. As students are expected to be employed in the next 12 months, the journal should reflect the classroom experience and how it will be applied in your chosen field.</p>

Learning/Course Objectives*	<u>Objective # 1: Concepts and principles</u>					
	According to Investopedia “ <i>Management accounting is the process of identifying, analyzing, recording and presenting financial information that internal management can make informed business decisions concerning the future.</i> ”					
	<ul style="list-style-type: none">● Students should be able to describe managerial accounting and its differences with financial accounting, its place in the organization, and it uses.● Students should understand the nature of operations, including different types and classifications of costs.● Students should be able to describe business activities and eco-efficiency measures● Students should be able to describe and illustrate financial statements including balance sheet, statement of cost of goods, and income statement					
	<u>Objective # 2: Developing information from cost systems and understanding cost behavior</u>					
	<ul style="list-style-type: none">● Students should be able to describe cost accounting systems● Students should be able to classify costs into variable, fixed or mixed costs● Students should be able to describe and illustrate a <i>job order</i> cost accounting system for both a manufacturing and service business● Students should be able to describe and illustrate a <i>process cost</i> accounting system for both a manufacturing and service business● Students should be able to illustrate the analysis of cost changes between periods● Students should be able to describe three methods for allocating factory overhead● Students should demonstrate analytical capabilities and cost behavior such as break-even, and cost-volume-profit analysis					
	<u>Objective # 3: Decision making, evaluating performance & comparing alternatives</u>					
	<ul style="list-style-type: none">● Students should understand the objectives of budgeting and forecasting● Students should be able to compute, interpret and evaluate variances from standard costs● Students should be able to prepare responsibility accounting reports for a cost center and a profit center● Students should be able to perform a differential analysis for a variety of managerial decisions● Students should be able to describe the nature and importance of capital investment analysis and diagram the capital rationing process. Including the ability to perform return calculations● Students should be able to understand to implications of costs on cash flow● Students should be able describe and calculate the basic financial statement analytical methods to illustrate how to assess profitability					
Grading Scale*	A+	99.0-100%	B+	88.0-90.9%	C+	78.0-80.9%
	A	94.0-98.9%	B	84.0-87.9%	C	74.0-77.9%
	A-	91.0-93.9%	B-	81.0-83.9%	C-	71.0-73.9%
	The grade of A+ is reserved for truly exceptional performance.					

Grading Rubric/explanation of grades *			Quiz - 70 pts					Homework - 20 pts					
	Participation	Reflective Journal	Quiz 1	Quiz 2	Quiz 3	Quiz 4	Quiz 5	Homework 1	Homework 2	Homework 3	Homework 4	Total	
	Points Possible	5	5	14	14	14	14	14	5	5	5	5	100
	John	5	5	11	14	12	12	14	5	5	5	3	91
Mary	5	4	12	11	14	14	12	5	4	5	4	90	
Sruti	5	4.5	12	12	14	14	12	3	3	5	4	88.5	

Course/Topical Outline: *	Attached is a class-by-class review of topics, required pre-work and deliverables. Specific details on the content of each lecture can be found at the Canvas sight.
------------------------------	--

Plagiarism and cheating notice*	<p>Plagiarism and other forms of academic misrepresentation are taken extremely seriously. Misrepresentation of another’s work as one’s own is widely recognized as among the most serious violations.</p> <p>The violation is clearly flagrant when it occurs as plagiarism on a required paper or assignment. A minor offense of Plagiarism will result in a loss of half a grade on the assignment. Multiple plagiarism offenses on one assignment will result in a failure on the assignment. Plagiarism on more than one assignment will result in a course failure.</p> <p>Cheating on an examination, regardless of whether it is a take-home or in-class an examination is considered a major offense. This offense is a deliberate, intentional choice by the student and of the highest concern to Heinz College. The minimum punishment for such offenses is a course failure but can involve expulsion from the program.</p> <p>To comply with University policy, all violations of the academic integrity policy will be reported to the Associate Dean and the University’s Dean of Student Affairs.</p>
------------------------------------	--

Course/Topical Outline: *	Attached is a class-by-class review of topics, required pre-work and deliverables. Specific details on the content of each lecture can be found at the Canvas sight.
--------------------------------------	--

Plagiarism and cheating notice*	<p>Plagiarism and other forms of academic misrepresentation are taken extremely seriously. Misrepresentation of another's work as one's own is widely recognized as among the most serious violations.</p> <p>The violation is clearly flagrant when it occurs as plagiarism on a required paper or assignment. A minor offense of Plagiarism will result in a loss of half a grade on the assignment. Multiple plagiarism offenses on one assignment will result in a failure on the assignment. Plagiarism on more than one assignment will result in a course failure.</p> <p>Cheating on an examination, regardless of whether it is a take-home or in-class an examination is considered a major offense. This offense is a deliberate, intentional choice by the student and of the highest concern to Heinz College. The minimum punishment for such offenses is a course failure but can involve expulsion from the program.</p> <p>To comply with University policy, all violations of the academic integrity policy will be reported to the Associate Dean and the University's Dean of Student Affairs.</p>
--	--

Accommodations for Students with Disabilities	If you have a disability and have an accommodations letter from the Disability Resources office, I encourage you to discuss your accommodations and needs with me as early in the semester as possible. I will work with you to ensure that accommodations are provided as appropriate. If you suspect that you may have a disability and would benefit from accommodations but are not yet registered with the Office of Disability Resources, I encourage you to contact them at access@andrew.cmu.edu .
Statement of Support for Students' Health & Well-being	<p>Take care of yourself. Do your best to maintain a healthy lifestyle this semester by eating well, exercising, avoiding drugs and alcohol, getting enough sleep and taking some time to relax. This will help you achieve your goals and cope with stress.</p> <p>All of us benefit from support during times of struggle. There are many helpful resources available on campus and an important part of the college experience is learning how to ask for help. Asking for support sooner rather than later is almost always helpful.</p> <p>If you or anyone you know experiences any academic stress, difficult life events, or feelings like anxiety or depression, we strongly encourage you to seek support. Counseling and Psychological Services (CaPS) is here to help: call 412-268-2922 and visit their website at http://www.cmu.edu/counseling/. Consider reaching out to a friend, faculty or family member you trust for help getting connected to the support that can help.</p>

<p>COVID Specific Information</p> <ul style="list-style-type: none"> • Bring computer & headset to class 	<p>Although we are using a Hybrid Model, the class, its slides and its exercises will be held via Zoom and Miro. The benefit of this model is should we need to move to an online model it will not require any transition.</p> <p>Students attending physically will need their computers and a headset. The headset is needed for breaking into group and having discussions with your group.</p> <p>Quizzes will require “lockdown browser” and “respondus monitor” which are available for download on Canvas. You need a webcam for “respondus monitor”.</p>
<ul style="list-style-type: none"> • Communicate changes in status to the professor 	<p>If the class needs to go fully remote, you will receive an email from me (the instructor) and an announcement will be published on our course website on Canvas. During the semester, we will use the same zoom link available on Canvas in the first module of the landing page.</p> <p>At any point during the semester, you may choose to participate in the class remotely. If you decide to switch to remote for one or more classes, please try to let me know by email jfjordan@andrew.cmu.edu at least 24 hours in advance so I can prepare the breakout rooms and in-class sessions appropriately. In addition, if you are able, let me know the expected length of your remote engagement (e.g., number of classes or for an extended period).</p>
<p>Diversity adds perspective and wisdom</p>	<p>“Respect for Diversity: It is my intent that students from all diverse backgrounds and perspectives be well served by this course, that students’ learning needs be addressed both in and out of class, and that the diversity that students bring to this class be viewed as a resource, strength and benefit. It is my intent to present materials and activities that are respectful of diversity: gender, sexuality, disability, age, socioeconomic status, ethnicity, race, and culture. Your suggestions are encouraged and appreciated. Please let me know ways to improve the effectiveness of the course for you personally or for other students or student groups. In addition, if any of our class meetings conflict with your religious events, please let me know so that we can make arrangements for you.”</p>