

ETLS 505 -- Managerial Accounting & Performance Management**George G. Gleeson**
Fall Semester 2009**Instructor:** Mr. George G Gleeson**Web Links:**

- **Garrison & Noreen Website:** <http://www.mhhe.com/garrison12e>
- **Blackboard:** <http://blackboard.stthomas.edu>

Blackboard site is for registered students only and requires a UST username and password.

Time: Section 1, Saturdays, 8:30-11:30 A M**Location:** St. Paul Campus, OSS LL10**Telephone:** (651) 962-5757 (UST)
(651) 962-6419 (Fax)
(612) 825-8878 (Home)
gggleeson@stthomas.edu (E-Mail)**Required Texts:**

- **Garrison, Ray H., and Eric W. Noreen. *Managerial Accounting* (12th edition). Burr Ridge, IL: Irwin, 2008. ISBN 978-0-07-352670-6**
- **Drucker, Peter. *Classic Drucker*. Harvard Business School Press. 2008.**
- **Journal of Applied Manufacturing. Winter 1992 Edition. University of St. Thomas (Provided in Class)**
- **Readings notebook of topic outlines and handouts.**

A copy of the following articles should be obtained by each student as a download from the University of St. Thomas library website. (See access and download instructions)

Required Readings:

- **Collins, Jim. "Level 5 Leadership: The Triumph of Humility and Fierce Resolve." *Harvard Business Review*, July-August 2005.**
- **Kaplan, Robert S. and David P. Norton. "*Using the Balanced Scorecard as a Strategic Management System*." *Harvard Business Review*, January-February, 1996.**
- **Nohria, Nitin, William Joyce and Bruce Roberson. "What Really Works?" *Harvard Business Review*, July 2003.**
- **Nelson, Gary L., Martin, Karla L., and Powers, Elizabeth. "The Secrets to Successful Strategy Execution." *Harvard Business Review*, June 2008.**
- **University of St. Thomas. Library Research Access. Link available on Blackboard.**

Recommended Supplements: Friedlob and Plewa. *Financial and Business Statements*. Barrons, Latest editionShim and Siegel. *Modern Cost Management and Analysis*. Barrons, Latest edition**Major Assignments:** **Readings:** Readings are assigned for each topic area from the textbooks, articles and the handout materials. Supplemental readings are also identified as pertinent. Depending on individual skills and experience, it may also be useful for students to obtain a book on **Excel**. Readings should be done prior to class. Student Internet access and capability will be necessary.**Assignments: Problems, Internet exercises, or Case studies are due the next class following the**

ETLS 505 — Managerial Accounting & Performance Management

assignment date. Please note that the assignments are **QUESTIONS, PROBLEMS, INTERNET EXERCISES OR CASE STUDIES NOT EXERCISES**. Problems will be graded on a 5-point basis with a grade of 5 being highest. Solutions should be neat and complete, including all supporting calculations. **ALL assigned problems, exercises or case studies must be done utilizing computer spreadsheets or word processing**. Student partners will present the solution for at least one assignment during the semester and will also present answers to assigned questions. Discussion questions will be discussed in class.

Examinations: Periodic quizzes will be short and emphasize definitions and concepts. The final examination will be comprehensive and will also cover concepts and definitions. **See Blackboard for sample quizzes and exams.**

Enterprise analysis case study: This case study requires analysis of the financial and non-financial information related to a selected company. Quantitative techniques and tools of analysis are used to evaluate published financial statements. **Student analysis must cover the basic statements of an enterprise over a four-year period: Balance Sheets, Income Statements, and Cash Flow Statements.** Students will need to obtain copies of company published annual reports. Additional information should be obtained on company and management performance utilizing source materials outside the company. The resulting paper will be graded on: 1) organization; 2) correct use and application of course materials; and 3) source materials and references. **See Blackboard for required paper outline, recommended source materials and grading criteria.**

Learning Outcomes:

Students will demonstrate:

1. Students will understand the purpose and use of standard financial statements such as Balance Sheets, Income or Operating Statements and Cash Flow Statements and common ratios and tools utilized for statement analysis. Students will have the ability to utilize published statements for purposes of analysis and comparisons. (SE12) (T, TP, W)
2. Students will learn how to solve representative problems associated with cost behavior, cost-volume-profit analysis, process and job costing systems, budgeting, overhead allocation, transfer costing and pricing, productivity learning curves, activity based costing and capital investment. (TM4, MS1, MS6, SE1, SE6, SE7) (H, W)
3. Students will learn how to solve problems and make presentations as individuals, with another student partner and as members of a team. (MS2, SE9, TM2, TM3) (H, P, W)
4. Students will understand and learn how enterprise vision, values, mission, strategies, and initiatives should integrate and align within organizations and are reinforced by the use of financial and non-financial performance measurements throughout the organization. (MS9, MS7, SE15, TM1, TM7) (T, TP, W)
5. Students will learn to perform an enterprise analysis report including financial performance, peer comparisons, enterprise culture and history and organization management. (SE16, TM6) (TP, W)
6. Students will learn the application and importance of ethics, integrity and accountability in the enterprise culture and long-term success. (MS3, TM5, SE16, SE13) (P, W)

Outcomes Validation legend:

T -- Tests
TP -- Term Paper
CP -- Class Participation
P -- Presentation
H -- Homework
W -- Website Interaction

For example, for Learning Outcomes #1, students are tested (T) on financial statement format and ratios knowledge, and required to complete an Enterprise Analysis term paper (TP) of a public company from financial statement and

ETLS 505 — Managerial Accounting & Performance Management

other company information obtained by utilizing website (W) information and Excel templates provided.

Instructor Biography:

George Gleeson has been an instructor in the Engineering and Technology Management and M.B.A. graduate programs at St. Thomas since 1986. He has a B.B.A. degree from the University of Minnesota and has done graduate work there in Industrial Relations as well as the University of St. Thomas. He has worked as an accounting manager, human resource manager, logistics manager, sales manager, and general manager in distribution, service and manufacturing industries. He has also worked as a group controller at Control Data Corporation and as Chief Financial Officer at two other companies. Currently he works as a consultant with a primary focus on enterprise performance improvement and is principal in the training and consulting company, Performance Improvement Associates.

Grading Policy:

Enterprise analysis (TP, P)	30%
Periodic quizzes (T)	20%
Final examination (T)	25%
Assignments and class participation (CP, P)	25%

Score to grade conversion is as follows:

92.0+	A	80.0 to 82.4	B-
90.0 to 91.9	A-	77.5 to 79.9	C+
87.5 to 89.9	B+	72.5 to 77.4	C
82.5 to 87.4	B	70.0 to 72.4	C-

During the semester, student scores may be posted on Blackboard.

Course Description:

This course integrates the concepts of financial accounting, cost accounting and performance measurement as they are applied in the enterprise. The course emphasizes the concepts, terms, and techniques for using accounting and measurement information in planning, decision-making, and performance evaluation. Topics include analysis of financial statements, manufacturing and operations costs, fixed and variable costs, capital investment analysis, pricing, job and process cost systems, budgeting, responsibility accounting, cost allocation, and activity-based costing. Also covered are operational measures emphasizing physical units, process analysis, productivity measurement, and other non-accounting operational key indicator measurements. Consideration is also given to the influence of such concepts as Total Quality Management (TQM), Just In Time (JIT), Benchmarking, the Balanced Scorecard, Reengineering, Six Sigma, and Baldrige Awards as they relate to accounting and performance measurements.

Course Objectives:

This course is specifically designed to provide orientation and understanding of financial and accounting terms, concepts, techniques, and statements as applicable to enterprise decision making. In that context, some time is spent on the principles of accounting and the traditional financial statements. **However, the majority of course time and materials are focused on operations accounting and measurement. Performance management is covered in the context of financial and non-financial measurement. It is not necessary that students have prior course work in financial accounting or finance.**

Whenever possible, contemporary articles and experiences are utilized to provide real-world examples of the application of concepts and techniques. Spreadsheet software templates to facilitate analysis and measurement are also provided. Specific course objectives are as follows:

1. Provide orientation to and understanding of basic financial terms, principles, concepts, techniques, and statements.
2. Utilize aspects of this learning to perform representative analysis and problem solving.
3. Review and explore other techniques of enterprise control and performance measurement.
4. Compare and contrast financial management and performance measurement typical with industry practices.
5. Enable and facilitate the transfer of knowledge from principles, theories and general techniques

ETLS 505 — Managerial Accounting & Performance Management

to real world general and specific applications.

Course Methodology: The assigned texts and readings will be used for approximately 50% of the material covered. Additional information will come from supplemental readings, lectures, multi-media materials, and class participation. Students are encouraged to introduce questions and materials on work related issues and other contemporary situations. This syllabus is utilized as a learning plan for assigned materials and may be changed to meet class needs.

Students with Disabilities: Qualified students with documented disabilities who may need classroom accommodations should make an appointment with the Enhancement Program – Disability Services office during the first two weeks of the semester. Appointments can be made by calling 651-962-6315 or in person in O'Shaughnessy Educational Center, room 119.

Attendance Policy: Students are expected to attend all class sessions. Circumstances which prevent attendance will be honored up to two instances. Absences in excess of two times may result in a lower grade for the course. Contact the instructor when a special situation arises. All absences require that the instructor be informed in advance.

Academic Integrity: All students are expected to understand and follow the University of St Thomas policies on Academic Integrity. These are described at:
www.stthomas.edu/engineering/graduate/policies/

Academic dishonesty comes in a variety of forms. The most common forms include, but are not limited to plagiarism. Plagiarism is the inclusion of someone else's words, ideas, or data as one's own. When a student submits work that includes the words, ideas, or data of others, the source of that information must be acknowledged through complete, accurate, and specific citations, as well as quotation marks if verbatim statements are included. By placing their names on submitted work, students certify the originality of all work not otherwise identified by appropriate acknowledgements. **Student work submitted to fulfill course requirements is subject to analysis by a third party or appropriate software that will check for plagiarism.**

All written work performed outside the classroom for which a grade is received will be a group's or individual's original work, unless otherwise indicated by the instructor. Plagiarism applies to published material, including, but not limited to internet based materials. A "cut and paste" from the published or unpublished works of other people, in print or electronic, must be identified and/or placed in quotations, with a full reference provided in proper APA form. A series of short quotations from several different sources, if not clearly identified, constitutes plagiarism. A citation must be made after all used material not placed in quotations. Please note that merely changing a few words from another's text, print or electronic, is not enough to prevent plagiarism.

Note: For all assignments in this course, Wikipedia is not considered a valid or authoritative source (<http://en.wikipedia.org>).

Exams: Exams are one of the instruments used to evaluate the knowledge gained by an individual student of the class subject matter, and the progress towards meeting the outcomes of the class and the degree. To this end all exams (in class or take home) are intended to represent the effort of the individual and not a group effort unless specifically stated otherwise.

Learning Perspectives

The focus of this course is on financial and non-financial tools, techniques, and measurements useful to operating personnel working for profit oriented and non-profit enterprises. Operating personnel are

ETLS 505 — Managerial Accounting & Performance Management

meant to include line and staff functions of the enterprise, including manufacturing engineers and managers engaged in production or operations, as well as support personnel in functions such as logistics, purchasing, research and development, accounting, human resources, and marketing and sales. Learners should evaluate and understand how the concepts, techniques, and tools can be applied in order to improve decision-making and achieve better results. In that context, learners may wish to consider themselves as general managers or senior functional managers requiring information and understanding in order to make better decisions. Learners should utilize their own personal experiences and provide these experiences in class discussions to facilitate an understanding of the applications.

It is important that issues and opportunities are analyzed from the point of view of the good of the enterprise and its constituency. A narrow functional focus is usually not appropriate; nor is individual self-interest an appropriate perspective.

Very little time is spent on the mechanics of gathering and assembling financial information. In other words, this is not a course in debits and credits. In general, we wish to emphasize how concepts, techniques, and tools may be used, not just what and why. Put another way, we want to understand theories and principles in order to understand and use applications in making better decisions.

Special attention will be placed on new developments in managerial accounting and other performance improvement systems such as activity-based management (ABM), activity-based costing (ABC), JIT, TQM, benchmarking, ISO 9000, target costing, theory of constraints, etc.

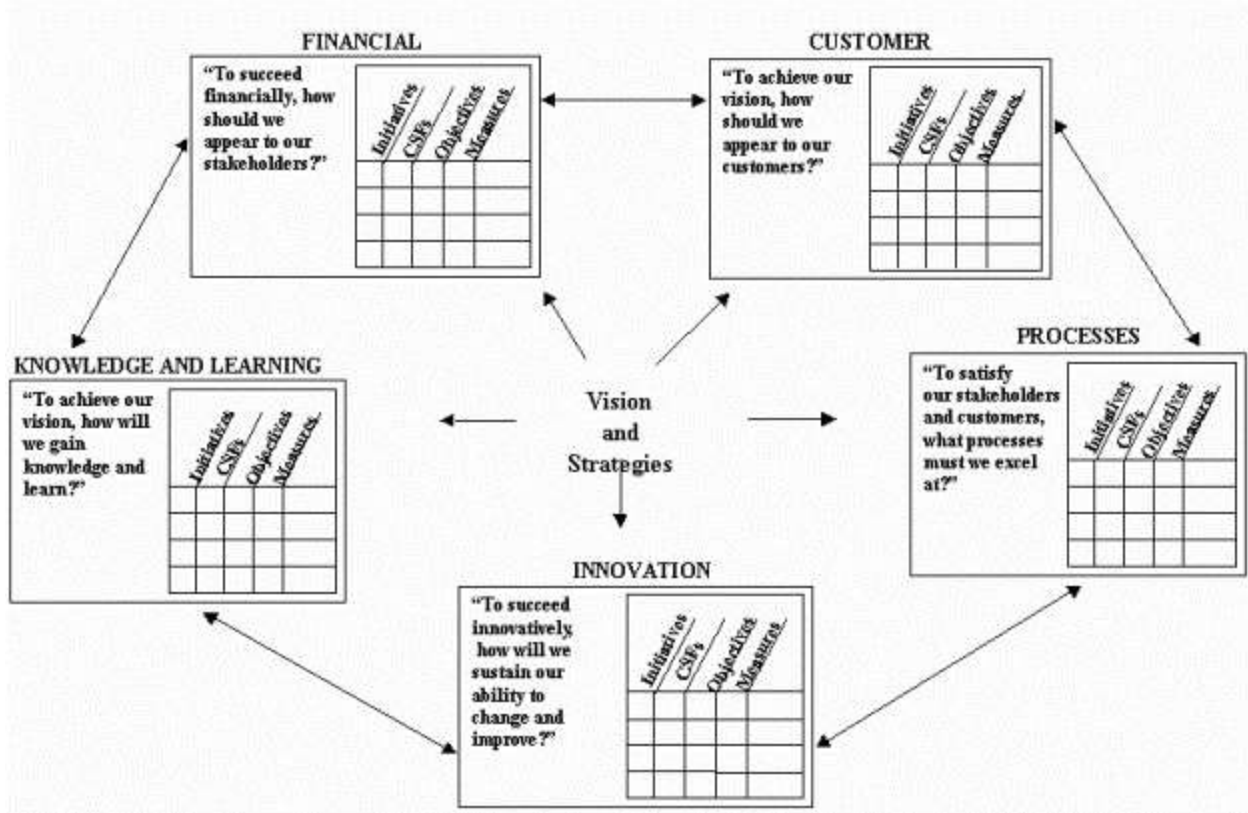
We will also explore the use of personal computer spreadsheets, databases, and the Internet in helping to collect and manipulate data to facilitate providing and communicating decision-making information.

You will also have the opportunity and responsibility to present selected problem solutions or abstracts of articles to the class. You will know in advance of any presentation assignments.

Class time will approximate the following breakdown:

- **Class objectives 2 minutes**
- **Assigned problem discussion 15 minutes**
- **Discussion questions 15 minutes**
- **Presentation/Abstracts/Quizzes 40 minutes**
- **Breaks 10 minutes**
- **Lecture/Discussion/Video 120 minutes**

ETLS 505 — Managerial Accounting & Performance Management



**"The Balanced Scorecard Connects
Enterprise Strategies and Initiatives to Objectives and Measures
and Communicates These Aspects Throughout the Enterprise"**

TOPIC LIST	KNOWLEDGE & COMPETENCIES OBJECTIVES
1. Accounting profession, function, standard, and ethics	Demonstrate understanding of basic financial statement principles and formats, including Balance Sheets, Operating (Profit and Loss) and Cash Flow Statements
2. Basic accounting principles, equations and process	
3. Traditional financial statements	
4. Cash flow statements	Utilize knowledge of financial statements, techniques of analysis, library and Internet resources to prepare an analysis of an enterprise.
5. Financial statements analysis and measures	
6. Sources and uses of financial information	
7. Use of computer spreadsheet software for analysis	
8. Cost concepts and cost measurement	Demonstrate understanding of basic concepts, terms and definitions of costs and expenses and their behavior

ETLS 505 — Managerial Accounting & Performance Management

9. Cost behaviors and estimation	relative to volume of enterprise activity in manufacturing, retail, service, and non-profit enterprise.
10. Cost-volume-profit relationships 11. Variable Costing and Absorption Costing 12. Quality Costs	Demonstrate understanding of cost-volume-profit relationships and capacity planning and utilization. Demonstrate understanding of costs of quality theory and the techniques of collecting and analyzing these costs.
13. Cost and overhead allocations 14. Activity-based costing and responsibility accounting	Demonstrate understanding of basic concepts, terms and definitions of costs and expenses and their behavior relative to volume of enterprise activity in manufacturing, retail, service, and non-profit enterprise. Demonstrate understanding of the various techniques of assigning and allocating overhead costs to products and services.
15. Job and project costing 16. Process costing	Demonstrate understanding of cost systems and be able to compare and contrast job or project accounting vs. process accounting and the appropriate applications for each system.
17. Plans and budgets	Demonstrate understanding purpose, process and techniques of strategic and operational planning and budgeting.
18. Standard costs and Variance analysis 19. Inventory	Demonstrate understanding of basic principles of inventory management and logistics.
20. Performance management and measurement 21. Minnesota Council on Quality and Malcolm Baldrige awards	Demonstrate understanding purpose, process and techniques of performance management and measurement. Demonstrate the application of a balanced scorecard approach to a personal situation. Understand the strategic and tactical importance of financial and non-financial performance measurement and be able to apply these concepts and techniques to an actual work situation.
22. Flexible budgets and variance analysis 23. Segment reporting-profitability analysis	Demonstrate understanding of tools and techniques of cost and profit analysis of budgets and enterprise segments.
24. Management decisions-pricing special orders 25. Pricing - External and Internal	Demonstrate understanding various alternative techniques used for making management decisions and for pricing products and services.
26. Capital investments	Demonstrate understanding techniques of capital investment justification and evaluation including strategic non-financial justification.
27. New developments	Demonstrate understanding of some recent developments in managerial accounting and performance improvement.

ETLS 505 — Managerial Accounting & Performance Management

ETLS 505 Managerial Accounting & Performance Management

Course Schedule for Fall Semester 2009

Mr. George G. Gleeson

ETLS 505 Section 1 – Saturdays 8:30-11:30 AM

NOTES: Registered class members can go to the UST Blackboard Website to access the “Topics” lectures prepared by George. This requires your UST username and password.

Class / Date	Topics	Readings & Resources	Assignments		
<p>Session 1</p> <p>Sat., Sep 12</p>	<p>1) Accounting profession, function, standards, and ethics</p> <p>2) Basic accounting principles, equations, and processes</p>	<p>Garrison & Noreen, Chp. 1</p> <p>Classic Drucker Chp 1, Chp 9</p> <p>Jim Collin’s HBR Article</p> <p>Handouts</p> <p>Friedlob & Plewa, Pp. 1-24</p> <p><u>G&N PowerPoint Chp. 1</u></p> <p>Gleeson - Topic - Learning/Teaching Methodology</p> <p>Gleeson - Topic - Performance Management Systems Intro</p> <p>Topic 1 - Accounting profession, function, standards and ethics</p> <p>Topic 2 - Accounting principles and equations</p>	<table border="1"> <tr> <td data-bbox="1023 730 1130 1272" style="text-align: center; vertical-align: middle;">ALL</td> <td data-bbox="1130 730 1421 1272"> <p>Questions: 1-3, 5,10,14, 16 & Handout Question</p> <p>CLASS PHOTOS</p> <p>Enterprise Analysis Assignments</p> <p>Discussion topic: What do employees at various levels need to know to be successful ?</p> </td> </tr> </table>	ALL	<p>Questions: 1-3, 5,10,14, 16 & Handout Question</p> <p>CLASS PHOTOS</p> <p>Enterprise Analysis Assignments</p> <p>Discussion topic: What do employees at various levels need to know to be successful ?</p>
ALL	<p>Questions: 1-3, 5,10,14, 16 & Handout Question</p> <p>CLASS PHOTOS</p> <p>Enterprise Analysis Assignments</p> <p>Discussion topic: What do employees at various levels need to know to be successful ?</p>				

ETLS 505 — Managerial Accounting & Performance Management

<p>Session 2</p> <p>Sat., Sep 19</p>	<p>3) Traditional financial statements</p> <p>4) Financial statements analysis and measurements</p>	<p>Garrison & Noreen, Chp 16</p> <p>Friedlob & Plewa, Pp. 25-99</p> <p>Classic Drucker Chp 2, Chp 7</p> <p><u>G&N PowerPoint Chp. 17</u></p> <p><u>G&N PowerPoint Chp. 16</u></p> <p>Topic 3 - Financial Statements Gleeson – Topic 4</p>	<table border="1"> <tr> <td data-bbox="1024 203 1128 533" style="text-align: center; vertical-align: middle;">ALL</td> <td data-bbox="1128 203 1416 533"> <p>Questions: 16-1, 4, 6, 9</p> <p>Problem: 16-11</p> <p>Discussion topic: Can we rely on published financial statements?</p> </td> </tr> </table>		ALL	<p>Questions: 16-1, 4, 6, 9</p> <p>Problem: 16-11</p> <p>Discussion topic: Can we rely on published financial statements?</p>				
ALL	<p>Questions: 16-1, 4, 6, 9</p> <p>Problem: 16-11</p> <p>Discussion topic: Can we rely on published financial statements?</p>									
<p>Session 3</p> <p>Sat., Sep 26</p>	<p>5) Cash flow statements</p> <p>6) Sources and uses of financial information</p> <p>7) Use of computer spreadsheet software for analysis</p>	<p>Friedlob & Plewa, Pp. 101-213</p> <p>Classic Drucker Chp 3</p> <p>Gleeson – Topic 5</p> <p>Gleeson – Topic 6</p> <p>Gleeson – Topic 7 (Excel)</p>	<table border="1"> <tr> <td data-bbox="1024 749 1128 1213" style="text-align: center; vertical-align: middle;">ALL</td> <td data-bbox="1128 749 1416 1213"> <p>Questions: 15-1, 3, 8, 12</p> <p>Problem: 15-11</p> <p>Discussion topic: How can spreadsheet software and the internet are used in performance analysis?</p> </td> </tr> </table>		ALL	<p>Questions: 15-1, 3, 8, 12</p> <p>Problem: 15-11</p> <p>Discussion topic: How can spreadsheet software and the internet are used in performance analysis?</p>				
ALL	<p>Questions: 15-1, 3, 8, 12</p> <p>Problem: 15-11</p> <p>Discussion topic: How can spreadsheet software and the internet are used in performance analysis?</p>									
<p>Session 4</p> <p>Sat., Oct 3</p>	<p>8) Cost concepts and cost measurement</p> <p>9) Cost behaviors and estimation</p>	<p>Garrison & Noreen, Chps. 2 & 5</p> <p>Classic Drucker Chp 8</p> <p>Shim & Siegel, Pp. 1-18; 115-131</p> <p><u>G&N PowerPoint Chp. 2</u></p> <p><u>G&N PowerPoint Chp. 5</u></p> <p>Gleeson – Topic 8</p> <p>Gleeson – Topic 9</p>	<table border="1"> <tr> <td data-bbox="1024 1325 1128 1514" style="text-align: center; vertical-align: middle;">A</td> <td data-bbox="1128 1325 1416 1514"> <p>Problem: 2-25</p> <p>Questions: 5-1, 2, 8 14, 15</p> </td> </tr> <tr> <td data-bbox="1024 1514 1128 1675" style="text-align: center; vertical-align: middle;">B</td> <td data-bbox="1128 1514 1416 1675"> <p>Problem: 5-15</p> <p>Questions: 2-2, 5, 9, 11, 20</p> </td> </tr> <tr> <td data-bbox="1024 1675 1128 1879" style="text-align: center; vertical-align: middle;">ALL</td> <td data-bbox="1128 1675 1416 1879"> <p>ENTERPRISE ANALYSIS PROJECT SPREADSHEET DUE</p> </td> </tr> </table>		A	<p>Problem: 2-25</p> <p>Questions: 5-1, 2, 8 14, 15</p>	B	<p>Problem: 5-15</p> <p>Questions: 2-2, 5, 9, 11, 20</p>	ALL	<p>ENTERPRISE ANALYSIS PROJECT SPREADSHEET DUE</p>
A	<p>Problem: 2-25</p> <p>Questions: 5-1, 2, 8 14, 15</p>									
B	<p>Problem: 5-15</p> <p>Questions: 2-2, 5, 9, 11, 20</p>									
ALL	<p>ENTERPRISE ANALYSIS PROJECT SPREADSHEET DUE</p>									

ETLS 505 — Managerial Accounting & Performance Management

			Discussion topic: Enterprise research and use of UST library						
Session 5 Sat., Oct 10	Quiz #1 10) Cost-Volume Profit Relationships 11) Variable costing 12) Quality costs	Garrison & Noreen, Chps. 6 & 7 Classic Drucker Chp 10 Shim & Siegel, Pp. 134-153 <u>G&N PowerPoint Chp. 6</u> <u>G&N PowerPoint Chp. 7</u> Gleeson – Topic 10 Gleeson – Topic 11 Gleeson – Topic 12	<table border="1"> <tr> <td>A</td> <td>Problem: 7-12 Questions: 6-2, 4, 7,10,</td> </tr> <tr> <td>B</td> <td>Problem: 6-19 Questions: 7-1, 3, 8, 12</td> </tr> <tr> <td>ALL</td> <td>Discussion topic: What tools and techniques are useful for cost analysis? Discussion topic: Do we wish to project past cost behavior into the future?</td> </tr> </table>	A	Problem: 7-12 Questions: 6-2, 4, 7,10,	B	Problem: 6-19 Questions: 7-1, 3, 8, 12	ALL	Discussion topic: What tools and techniques are useful for cost analysis? Discussion topic: Do we wish to project past cost behavior into the future?
A	Problem: 7-12 Questions: 6-2, 4, 7,10,								
B	Problem: 6-19 Questions: 7-1, 3, 8, 12								
ALL	Discussion topic: What tools and techniques are useful for cost analysis? Discussion topic: Do we wish to project past cost behavior into the future?								
Session 6 Sat., Oct 17	13) Cost and overhead allocation 14) Activity-based costing	Garrison & Noreen, Chps. 8 Classic Drucker Chp 11 Shim & Siegel, Pp. 67-101 <u>G&N PowerPoint Chp. 8</u> <u>G&N PowerPoint Chp. 15</u> Gleeson – Topic 13 Gleeson – Topic 14 Gleeson – Topic 15	<table border="1"> <tr> <td>A</td> <td>Problem: 15-13 Questions: 8-1, 2, 5, 9</td> </tr> <tr> <td>B</td> <td>Problem: 8-22 Questions: 15-2, 3, 6</td> </tr> <tr> <td>ALL</td> <td>Discussion topic: What are the various ways of allocating overhead?</td> </tr> </table>	A	Problem: 15-13 Questions: 8-1, 2, 5, 9	B	Problem: 8-22 Questions: 15-2, 3, 6	ALL	Discussion topic: What are the various ways of allocating overhead?
A	Problem: 15-13 Questions: 8-1, 2, 5, 9								
B	Problem: 8-22 Questions: 15-2, 3, 6								
ALL	Discussion topic: What are the various ways of allocating overhead?								

ETLS 505 — Managerial Accounting & Performance Management

<p>Session 7</p> <p>Sat., Oct 24</p>	<p>15) Job and project costing</p> <p>16) Process costing</p> <p>Mid-Semester Course Evaluations</p>	<p>Garrison & Noreen, Chps. 3, 4 & Appendix 3A</p> <p>Classic Drucker Chp 12</p> <p>Shim & Siegel, Pp. 19-41</p> <p><u>G&N PowerPoint Chp. 3</u></p> <p><u>G&N PowerPoint Chp. 4</u></p> <p>Gleeson – Topic 16</p>	<table border="1"> <tr> <td data-bbox="1024 203 1138 384">A</td> <td data-bbox="1138 203 1417 384"> <p>Problem: 4-23</p> <p>Questions: 3-4, 6, 7, 9, 16</p> </td> </tr> <tr> <td data-bbox="1024 384 1138 546">B</td> <td data-bbox="1138 384 1417 546"> <p>Problem: 3-28</p> <p>Questions: 4-2, 7, 11, 12, 13</p> </td> </tr> <tr> <td data-bbox="1024 546 1138 667">ALL</td> <td data-bbox="1138 546 1417 667"> <p>Discussion topic: Where should job and process costs be used?</p> </td> </tr> </table>	A	<p>Problem: 4-23</p> <p>Questions: 3-4, 6, 7, 9, 16</p>	B	<p>Problem: 3-28</p> <p>Questions: 4-2, 7, 11, 12, 13</p>	ALL	<p>Discussion topic: Where should job and process costs be used?</p>
A	<p>Problem: 4-23</p> <p>Questions: 3-4, 6, 7, 9, 16</p>								
B	<p>Problem: 3-28</p> <p>Questions: 4-2, 7, 11, 12, 13</p>								
ALL	<p>Discussion topic: Where should job and process costs be used?</p>								
<p>Session 8</p> <p>Sat., Oct 31</p>	<p>Quiz #2</p> <p>17) Plans and budgets</p>	<p>Garrison & Noreen, Chp. 9</p> <p>Friedlob & Plewa, Pp. 215-228</p> <p>Shim & Siegel, Pp. 155-176</p> <p><u>G&N PowerPoint Chp. 9</u></p> <p>Gleeson – Topic 17 – Planning and Budgeting</p>	<table border="1"> <tr> <td data-bbox="1024 779 1138 1108">ALL</td> <td data-bbox="1138 779 1417 1108"> <p>Problem: 9-15</p> <p>Questions: 9-4, 7, 9, 10</p> <p>Discussion topic: Is planning and budgeting just a game?</p> </td> </tr> </table>	ALL	<p>Problem: 9-15</p> <p>Questions: 9-4, 7, 9, 10</p> <p>Discussion topic: Is planning and budgeting just a game?</p>				
ALL	<p>Problem: 9-15</p> <p>Questions: 9-4, 7, 9, 10</p> <p>Discussion topic: Is planning and budgeting just a game?</p>								
<p>Session 9</p> <p>Sat., Nov 7</p>	<p>18) Standard Costs and Balanced Scorecard</p> <p>19) Inventory</p>	<p>Garrison & Noreen, Chp. 10 & Appendix 9A</p> <p>Friedlob & Plewa, Pp. 229-242</p> <p>Classic Drucker Chp 4</p> <p>Shim & Siegel, Pp. 177-190</p> <p><u>G&N PowerPoint Chp. 10</u></p> <p>Gleeson – Topic 18</p> <p>Gleeson – Topic 19</p>	<table border="1"> <tr> <td data-bbox="1024 1226 1138 1801">ALL</td> <td data-bbox="1138 1226 1417 1801"> <p>Performance Management Assignment</p> <p>Questions: 10-1, 2, 4, 17, 18, and 19</p> <p>Problem 10-17 or 10 -23</p> <p>Discussion topic: What are the benefits and limitations of standards?</p> </td> </tr> </table>	ALL	<p>Performance Management Assignment</p> <p>Questions: 10-1, 2, 4, 17, 18, and 19</p> <p>Problem 10-17 or 10 -23</p> <p>Discussion topic: What are the benefits and limitations of standards?</p>				
ALL	<p>Performance Management Assignment</p> <p>Questions: 10-1, 2, 4, 17, 18, and 19</p> <p>Problem 10-17 or 10 -23</p> <p>Discussion topic: What are the benefits and limitations of standards?</p>								

ETLS 505 — Managerial Accounting & Performance Management

<p>Session 10 Sat., Nov 14</p>	<p>20) Performance management and measurement 21) Malcolm Baldrige Awards</p>	<p>Handouts Classic Drucker Chp 6 Kaplan & Norton HBR Article Nohria & Others HBR Article Neilson and Others HBR Article Shim & Siegel, Pp. 104-113 Topic 20 – Performance Management and Improvement Gleeson – Topic 21</p>	<table border="1"> <tr> <td colspan="2" data-bbox="1024 203 1422 499"> <p>Discussion topic: Is performance management and performance improvement really the bigger opportunity and which technique should we use?</p> </td> </tr> </table>	<p>Discussion topic: Is performance management and performance improvement really the bigger opportunity and which technique should we use?</p>					
<p>Discussion topic: Is performance management and performance improvement really the bigger opportunity and which technique should we use?</p>									
<p>Session 11 Sat., Nov 21</p>	<p>22) Flexible budgets and profitability analysis 23) Segment reporting-profitability analysis</p>	<p>Garrison & Noreen, Chps. 11 & 12 Classic Drucker Chp 5 Friedlob & Plewa, Pp. 264-286 <u>G&N PowerPoint Chp. 11</u> <u>G&N PowerPoint Chp. 12</u> Gleeson – Topic 22 Gleeson – Topic 23</p>	<table border="1"> <tr> <td data-bbox="1024 896 1138 1083"> <p>A</p> </td> <td data-bbox="1138 896 1422 1083"> <p>Problem: 11-22 Questions: 12-3, 4, 10, 12</p> </td> </tr> <tr> <td data-bbox="1024 1083 1138 1245"> <p>B</p> </td> <td data-bbox="1138 1083 1422 1245"> <p>Problem: 12-33 Questions: 11-2, 5, 13,</p> </td> </tr> <tr> <td data-bbox="1024 1245 1138 1423"> <p>ALL</p> </td> <td data-bbox="1138 1245 1422 1423"> <p>Discussion topic: How can we measure profits by separate product and service?</p> </td> </tr> </table>	<p>A</p>	<p>Problem: 11-22 Questions: 12-3, 4, 10, 12</p>	<p>B</p>	<p>Problem: 12-33 Questions: 11-2, 5, 13,</p>	<p>ALL</p>	<p>Discussion topic: How can we measure profits by separate product and service?</p>
<p>A</p>	<p>Problem: 11-22 Questions: 12-3, 4, 10, 12</p>								
<p>B</p>	<p>Problem: 12-33 Questions: 11-2, 5, 13,</p>								
<p>ALL</p>	<p>Discussion topic: How can we measure profits by separate product and service?</p>								
<p>Session 12 Sat., Dec 5</p>	<p>Quiz #3 24) Management decisions – costs pricing, special orders, etc... 25) Pricing</p>	<p>Garrison & Noreen, Chp. 13 Classic Drucker Chp 14, Chp 15 Shim & Siegel, Pp. 191-204; 227-234 <u>G&N PowerPoint Chp. 13</u></p>	<table border="1"> <tr> <td data-bbox="1024 1537 1127 1894"> <p>ALL</p> </td> <td data-bbox="1127 1537 1422 1894"> <p>Enterprise Analysis Project Due (Enterprise Analysis Resources link) Problem: 13-18 Questions: 13-1, 2, 8, , 13</p> </td> </tr> </table>	<p>ALL</p>	<p>Enterprise Analysis Project Due (Enterprise Analysis Resources link) Problem: 13-18 Questions: 13-1, 2, 8, , 13</p>				
<p>ALL</p>	<p>Enterprise Analysis Project Due (Enterprise Analysis Resources link) Problem: 13-18 Questions: 13-1, 2, 8, , 13</p>								

ETLS 505 — Managerial Accounting & Performance Management

		Appendix A Gleeson – Topic 24 Gleeson – Topic 25	<table border="1" style="width: 100%;"> <tr> <td style="width: 20%;"></td> <td> Discussion topic: What is the value of segment analysis and reporting? </td> </tr> </table>		Discussion topic: What is the value of segment analysis and reporting?
	Discussion topic: What is the value of segment analysis and reporting?				
Session 13 Sat., Dec 12	26) Capital investment and budgeting 27) New Developments Final Course/Instructor Evaluation	Garrison & Noreen, Chps. 14, Appendix A Shim & Siegel, Pp. 205-214; 236-258 <u>G&N PowerPoint Chp. 14</u> Topic 26 – Capital Investment Decisions Gleeson – Topic 27	<table border="1" style="width: 100%;"> <tr> <td style="width: 20%; text-align: center;">ALL</td> <td> Problem: 14-34 Questions: 14-2, 3, 10, 14, Discussion topic: What are the non-financial factors to be considered in investment decisions? </td> </tr> </table>	ALL	Problem: 14-34 Questions: 14-2, 3, 10, 14, Discussion topic: What are the non-financial factors to be considered in investment decisions?
ALL	Problem: 14-34 Questions: 14-2, 3, 10, 14, Discussion topic: What are the non-financial factors to be considered in investment decisions?				
Session 14 Sat., Dec 19	Final Exam		Performance Management Project Due		