



We prepare and inspire current and future leaders, and stimulate economic growth by providing quality learning opportunities, valuable research and professional service, all in partnership with the business community.

**ACC 211 Management Accounting
Information for Decision Making**

Prerequisites: ACC 110 with C- or higher
and sophomore standing.

Luther Bonney 523

SECTION: 0003

Spring 2023

Instructor: Stephen Hansen, Ph.D

Email: stephen.c.hansen@maine.edu Don't forget the "c"!

Class Time: Mon/Wed 2:00-3:15 p.m..

Office Hours: by appointment

Brightspace

This course will use Brightspace as the primary course website (i.e., homework manager is a second site but only used for homework). It is your responsibility to use and monitor the information posted on the website in order to facilitate your performance in the course and to stay informed of any postings related to changes in the course (e.g., homework changes, reading changes, weather impacts).

Required Materials

Textbook and Homework Software:

Our publisher is offering a bundle of the on-line textbook and the homework software. There are two different options: buy access to Cengage products for 1 semester or buy access for 12 months (2 semesters plus summer). It might be a better deal for you to go with the 12 month subscription if you plan on taking FIN 320 during the next semester which utilizes the Cengage textbook

The one semester option is

Cengage Unlimited 1 term subscription

ISBN: 9780357700037.

You will obtain access to an online copy of the textbook and the homework program for the Spring semester. For an additional \$7.99 you can turn on the print function for the electronic textbook. This will let you print out chapters.

The 12 month option is

Cengage Unlimited, Multi-term 12 Months Subscription

ISBS 9780357700044

You will obtain access to an online copy of the textbook and the homework program for the academic year. For an additional \$7.99 you can turn on the print function for the electronic textbook. This will let you print out chapters.

I believe that once you purchase the software, you need to specify the textbook. We are using Financial & Managerial Accounting by Warren, Jones & Tayler, 15th Edition.

ISBN: 9781337902663.

I copied the following from the Cengage website. The link in 1. will connect you to our class and section.

Student Registration Instructions

NOTE TO THE INSTRUCTOR: If you plan to integrate your *CNOWv2* course into your campus Learning Management System (LMS), please direct your students to the [Cengage Start Strong Website](#) to access the appropriate registration instructions. If not, please share the instructions below.

Course: Mgmt Accting Spring 2023 Mon/Wed
Instructor: Stephen Hansen

This course requires an online learning platform, *CNOWv2*. Follow the instructions below to get started.

Register for CNOWv2

1. Use the *CNOWv2* registration link: <https://www.cengage.com/dashboard/#/course-confirmation/E-Y84E4YDZXSQZB/initial-course-confirmation>
2. Follow the instructions on screen to create your Cengage account and register for *CNOWv2*.
3. Begin your temporary access* period.
For step-by-step instructions, visit the [Cengage Start Strong Website](#).

***Temporary Access:** You can access *CNOWv2* for this course until 00:00 AM (UTC) on 01/31/2023 for free. At the end of the temporary access period, you will be prompted to purchase access. Your work will be saved and will be available to you again once you've completed your purchase.

NOTE: If the cost of your course materials is included in your tuition, you will not need to purchase access.

Calculator: A standalone calculator will be required for quizzes.

Course Withdrawal Dates

Last Day to Withdraw for 100% refund is January 30th.

Last Day to drop for Grade "W" is March 31st.

Course Description

For organizations to achieve and sustain profitability, they must engage in activities that create value for customers. Managers in organizations use managerial accounting information to make decisions concerning the planning and controlling of activities. Planning involves selecting one course of activities from among many possible courses to implement in order to achieve objectives (e.g., achieve target net income by: developing new products and services, adjusting prices and sales volumes of products and services, or reducing costs). Controlling involves comparing planned to actual performance for divisions, products, managers, processes, markets, and customers. If actual performance is significantly different and worse than planned performance, then managers need to take corrective actions. Feedback from the comparison of actual to planned performance is used to change current operations and also is used during the next cycle of planning. The manner in which the costs used in planning and controlling decisions

are computed directly affects the quality of those decisions.

Organizations can affect their profitability by increasing their prices or reducing their costs. Global markets, deregulation, and technological change are functioning to increase levels of competition. A higher level of competition makes it difficult for organizations to increase their prices and, in many cases, is having the effect of driving prices down. Organizations are left with the option of reducing costs as the most effective means of affecting profits. Organizations can reduce their costs by becoming more efficient, identifying and creating value for profitable customers, or creating sustainable competitive advantage through innovation and differentiation. Each of these actions to affect profits is based in large part on the costs that are reported by an organization's accounting system.

Many managers do not have a good understanding of their organization's accounting system. These managers' lack of knowledge about how an organization's accounting system works (i.e. accounting illiteracy) puts these managers at a competitive disadvantage with respect to their peer managers who are accounting literate. For example, a manager who is accounting illiterate will not understand how costs in the reports that he or she routinely uses to make decisions are computed. He or she will simply take these costs as a given and assume that they are accurate and provide useful economic information. These same reports are many times used as part of a scorecard that is used to evaluate this manager. A manager might be managing a unit, products, or customers that are reported to be unprofitable. However, a more accurate or economically meaningful computation or treatment of these same costs might result in the respective units, products or customers to be reported as profitable. This manager's performance evaluation and potentially his or her career may be affected because of his or her accounting illiteracy.

It is important for you to develop a working knowledge of how costs are computed within an organization and how costs affect decisions. This course will focus on the general methods of how costs are computed and how they are used in managerial decision-making to plan and control activities. You would do well to use this course as an opportunity to learn about costs and thus add a valuable skill to your skill set.

Based on my experience teaching this course, the keys to learning are: 1) attending class; 2) reading the assigned readings before class; 3) doing the assigned homework on time; 4) asking questions when something is not clear to you. Fulfilling these keys is your responsibility as a student in this course. If you fulfill your responsibility then you will become more accounting literate. Further, the extent to which you have fulfilled your responsibility as a student in this course will be reflected in your performance in the course (i.e. your final grade). **You will receive the grade that you have earned in this course.**

Course Objectives

The primary objective of this course is to provide the student with the theory and "tools" necessary to evaluate and analyze accounting information for decision-making in a business environment. Other objectives include providing insights into the value of accounting information provided to managers, and recognition of the need to acquire additional information when circumstances dictate. **In achieving these objectives students completing this course should:**

1. Understand the role of accounting in providing information to those who manage businesses and other organizations.
2. Understand the basic features of the information that accountants can provide to

- managers, as well as its uses and its limitations.
3. Demonstrate analytical and critical thinking skills by successfully confronting unstructured problems with more than one defensible solution.
 4. Demonstrate effective written and oral communication skills, as well as an ability to interact with competence in group settings.
 5. Understand how ethical issues relate to management's use of accounting information.

Grading

| | |
|--|--------|
| Homework Assignments (Cengage, lowest dropped) | 24.0% |
| Twelve Quizzes (in class, lowest dropped) | 60.0% |
| Assessment Quiz (last day of class) | 6.0% |
| Case | 10.0% |
| Total | 100.0% |

Guidance on Individual Grading Components

| | | | |
|-------------------------------|-----------------|------------|----------------|
| Homework Assignments (online) | Individual Work | 2 attempts | Unlimited Time |
| Quizzes (in class) | Individual Work | 1 attempt | 20 minutes |

Grading System

In determining grades, the following grade system is used:

| Grade | Numerical Equivalent | Points |
|-------|----------------------|--------|
| A | 93-100 | 4.00 |
| A- | 90-92 | 3.67 |
| B+ | 87-89 | 3.33 |
| B | 83-86 | 3.00 |
| B- | 80-82 | 2.67 |
| C+ | 77-79 | 2.33 |
| C | 73-76 | 2.00 |
| C- | 70-72 | 1.67 |
| D+ | 67-69 | 1.33 |
| D | 60-66 | 1.00 |
| F | 0-59 | 0.00 |

Class Attendance

There will be 26 regular class sessions. Many students think that accounting is all about numbers and compare it to taking a math course. An accounting course is like a math course in that if you do not attend class and keep up then it becomes difficult to pass the course. I want all of you to experience the conditions that are necessary to have success in this course and

attendance is one of those conditions.

An accounting course is also like a math course because each step assumes that you have a general understanding of the prior step. An accounting course is unlike a math course because accounting is all about relationships and not about numbers. We will do some math in this class (e.g., addition, subtraction, division, and multiplication). Please focus on learning and understanding the concepts and the relationships among concepts because it is those relationships that determine the numbers.

Homework

Every chapter has assigned homework in CengageNOWv2. Homework is available at 9 a.m. the first day of the lecture chapter and is due 15 minutes before class on the day we start the next chapter/exam. If you are routinely doing the homework then you will be contributing to your ability to achieve your goal in terms of a grade in this course.

If you are having problems with the homework or the course in general then you need to be doing several of the following things: 1) ask me questions in class; 2) make an appointment to see me if my office hours are not well suited to your schedule; 3) contact me by phone or email; and 4) do not wait. We are all lifelong learners so asking questions, not seeking help when you need it, and experiencing some levels discomfort are normal. Further, as a college student if you are having problems and not pursuing these actions, you will hamper your learning and will not be getting the most value for your investment in time and money in taking this college course!

Homework will be due fifteen minutes before the start of the class after we finish a chapter. So if lectures on Chapter X finish on Tuesday, then homework is due fifteen minutes before class on Thursday.

Quizzes

There are no examinations in this course, rather there are thirteen quizzes each with an exam-level question. There are several reasons for this approach. First, it requires that you keep up with the course and homework. You will be unable to answer the quiz questions without reading the chapter and doing the homework. The second reason is that you will be given frequent, comparatively low point feedback to keep you on track. Each quiz is worth roughly six percent of your grade.

Research has provided evidence that a good night's sleep prior to an assessment increases performance. You should use the learning objectives and homework questions and problems as a road map for what to expect on the quiz. Focus on learning the concepts and the relationships among the concepts and you will do fine.

If you come up with questions during the process of your quiz preparation then please contact me in person, by phone or by email. I would much rather hear from you before the quiz when I can be of assistance than to hear from you after the quiz when there is nothing I can do about your performance on the quiz. After the quiz, I can only help you by offering suggestions for improving your performance on the next quiz. Please be sure to bring a calculator to each quiz.

Quizzes must be taken during the time period scheduled. Absences from a scheduled quiz without prior approval may result in a grade of zero. Approval to be absent from a quiz will only be granted in cases of personal emergency or illness. Written verification may be required. Those quizzes cancelled due to weather or other circumstances will take place at the next scheduled class meeting. Generally, there are no early or make-up quizzes. The quizzes are posted well in advance so plan accordingly and mark the dates in your calendar.

Quizzes will be given on alternate days in the first twenty (20) minutes of classes. On the days of a quiz the lecture will begin 23 minutes after the scheduled start of class, at 2:23 p.m.

Assessment Quiz

Our class has been selected to provide an assessment of how well students have learned financial and managerial accounting. The last day of class students will be given two quizzes. One is on the final topic and is open book/open note. The second quiz will be an assessment quiz which must be closed book/closed note.

Midland Dairy Products Case

Our class will discuss a planning case about Midland Dairy Products This case is an excellent example of an ethical conflict and will require a fair amount of time. The case is worth roughly two quizzes and should take two to four hours to complete.

Snow and Covid Days

Our class is on-line, so snow days should not affect the class schedule. If a student or the Professor catches Covid, then we will follow the University policy for students (Professors) contracting an illness.

University Policies and Resources

DISABILITY ACCOMMODATIONS

The university is committed to providing students with documented disabilities equal access to all university programs and services. If you think you have a disability and would like to request accommodations, you must register with the Disability Services Center. Timely notification is essential. The Disability Services Center can be reached by calling 207-780-4706 or by email dscusm@maine.edu.

If you have already received a faculty accommodation letter from the Disability Services Center, please provide me with that information as soon as possible. Please make a private appointment so that we can review your accommodations.

TUTORING AND WRITING ASSISTANCE

Tutoring at USM is for *all* students, not just those who are struggling. Tutoring provides active feedback and practice, and is available for writing, math, and many more subjects. Walk-in tutoring is available at the Glickman Library in Portland, the Gorham Library, and the LAC Writing Center. For best service, we recommend making an appointment at <https://usm.maine.edu/learningcommons/schedule-tutoring-appointment>. Questions about tutoring should be directed to Naamah Jarnot at 207-780-4554. Interested in becoming a more effective, efficient learner? Check out <https://usm.maine.edu/agile!>

COUNSELING

Counseling is available at USM. The best way to schedule an appointment is by phone at 780-5411. More information is available at <https://usm.maine.edu/uahcs>.

RECOVERY ORIENTED CAMPUS CENTER (ROCC)

A peer support community for students in recovery from substance abuse and other

mental health conditions is available at USM. More information may be found online at <https://usm.maine.edu/recovery> or by contacting ROCC at 207-228-8141.

NONDISCRIMINATION POLICY AND BIAS REPORTING

The University of Southern Maine is an EEO/AA employer, and does not discriminate on the grounds of race, color, religion, sex, sexual orientation, transgender status, gender expression, national origin, citizenship status, age, disability, genetic information or veteran's status in employment, education, and all other programs and activities. The following person has been designated to handle inquiries regarding non-discrimination policies: Amie Parker, Interim Director of Equal Opportunity, The Farmhouse, University of Maine Augusta, Augusta, ME 04333, 207.581.1226, TTY 711 (Maine Relay System). Incidents of discrimination or bias at USM should be reported to Associate Vice President for Student Affairs David Roussel at 207-780-5242.

STATEMENT ON RELIGIOUS OBSERVANCE FOR USM STUDENTS

Absence for Religious Holy Days: The University of Southern Maine respects the religious beliefs of all members of the community, affirms their rights to observe significant religious holy days, and will make reasonable accommodations, upon request, for such observances. If a student's religious observance is in conflict with the academic experience, they should inform their instructor(s) of the class or other school functions that will be affected. It is the student's responsibility to make the necessary arrangements mutually agreed upon with the instructor(s).

TITLE IX STATEMENT

The University of Southern Maine is committed to making our campuses safer places for students. Because of this commitment, and our federal obligations, faculty and other employees are considered mandated reporters when it comes to experiences of interpersonal violence (sexual assault, sexual harassment, dating or domestic violence, and stalking). Disclosures of interpersonal violence must be passed along to the University's Deputy Title IX Coordinator who can help provide support and academic remedies for students who have been impacted. More information can be found online at <http://usm.maine.edu/campus-safety-project> or by contacting Sarah E. Holmes at sarah.e.holmes1@maine.edu or 207-780-5767.

If students want to speak with someone confidentially, the following resources are available on and off campus: University Counseling Services (207-780-4050); 24 Hour Sexual Assault Hotline (1-800-871-7741); 24 Hour Domestic Violence Hotline (1-866-834-4357).

POLICY ON ACCEPTABLE CONDUCT IN CLASS SETTINGS

If a student substantially disrupts a class, the professor may ask the student to align with this policy on conduct in a class setting. If the student refuses, the professor may, at their discretion, ask the student to leave. If the professor takes this step, they must attempt to communicate with the student and provide informal counsel and advice. The professor may elect to notify their dean of the situation as well. If the student disrupts the class again, the professor may, at their discretion, provide a written notification to the student, describe the offending behavior, and refer the student's case to the appropriate academic dean and notify the dean of students that an official student conduct code violation has occurred [<https://usm.maine.edu/community-standards-mediation/conduct-process>].

COVID FACE COVERING REQUIREMENT

Per USM and the University of Maine System, all students, faculty, and staff members

are required to wear a face covering, including during all face-to-face classes. Resident students are exempted from this requirement when in their own room in the residence hall. Students seeking additional exceptions from this requirement should refer to the DISABILITY ACCOMMODATIONS section of this syllabus. <https://www.maine.edu/together/community-guidance/everyone/>

Course Outline

The reading assignment should be read prior to the class under which it is listed. Homework assignments will be posted in CengageNOWv2 with a due date prior to the following class session. I reserve the right to change homework assignments. Any changes will be announced in class and posted on Brightspace. There are learning objectives listed in your textbook for each chapter. These objectives are learning outcomes for each class session. You should be able to successfully meet each objective by the time you have completed your assigned homework. I will use these objectives and the homework to design the quizzes.

**ACC 211
SPRING 2023
TENATIVE SCHEDULE**

| Date | Chapter/Topic | Due |
|-------------|--|--|
| Jan 18 | Introduction Review of Fin. Accting | Review Chapters 3 and 4. |
| 23 | Review of Fin. Accting | Chapters 3 and 4 In-Class Exercises and Discussion |
| 25 | Quiz 1 | Homework 1 Due |

| | | |
|-------|--|--|
| | 15 – Managerial Accounting Concepts and Cost Flows. | Read Chapter 15 |
| 30 | 15 – Managerial Accounting Concepts and Cost Flows. | Chapter 15 In-Class Exercises and Discussion |
| Feb 1 | Quiz 2 16 – Cost Accounting Systems: Job Order Costing | Homework 2 Due Read Chapter 16 |
| 6 | 16 – Cost Accounting Systems: Job Order Costing | Chapter 16 In-Class Exercises and Discussion |
| 8 | Quiz 3 18 – Activity-Based Costing | Homework 3 Due Read Chapter 18 |
| 13 | 18 – Activity-Based Costing | Chapter 18 In-Class Exercises and Discussion |
| 15 | Quiz 4 20 – Cost-Volume-Profit Relationships | Homework 4 Due Read Chapter 20 |
| 20 | No Class – President’s Day | |
| 22 | 20 – Cost-Volume-Profit Relationships | Chapter 20 In-Class Exercises and Discussion |
| 27 | Quiz 5 21 – Variable Costing: A Tool for Decision Making | Homework 5 Due Read Chapter 21 |
| Mar 1 | 21 – Variable Costing: A Tool for Decision Making | Chapter 21 In-Class Exercises and Discussion |

| Date | Chapter/Topic | Due |
|-------------|---|--|
| Mar 6 | Quiz 6 25 – Relevant Costs and Short-Term Decision Making | Homework 6 Due Read Chapter 25 |
| 8 | 25 – Relevant Costs and Short-Term Decision Making | Chapter 25 In-Class Exercises and Discussion Homework |
| 13, 15 | No Class – Spring Break | |
| 20 | Quiz 7 22 – Planning and Budgeting | Homework 7 Due Read Chapter 22 Start Preparing Midlands Dairy Case |
| 22 | 22 – Planning and Budgeting | Chapter 22 In-Class Exercises and Discussion Start Midland Case |
| 27 | Quiz 8 23 – Standard Costing & Variance Analysis | Homework 8 Due Read Chapter 23 |
| 29 | 23 – Standard Costing & Variance Analysis | Chapter 23 In-Class Exercises and Discussion |
| Apr 3 | Quiz 9 26 –Capital Budgeting | Homework 9 Due Read Chapter 26 |
| 5 | 26 –Capital Budgeting | Chapter 26 In-Class Exercises and Discussion |
| 10 | Midland Dairy Case | Answers to the Case Questions Due |
| 12 | Quiz 10 24 – Decentralized Operations | Homework 10 Due Read Chapter 24 |
| 17 | 24 – Decentralized Operations | Chapter 24 In-Class Exercises and Discussion |
| 19 | Quiz 11 27 - Lean Manufacturing | Homework 11 Due Read Chapter 27 |
| 24 | 27 - Lean Manufacturing | Chapter 27 In-Class Exercises and Discussion |
| 26 | Quiz 12, Assessment Quiz | Homework 12 Due |