



Rotman Commerce
UNIVERSITY OF TORONTO

**RSM 222 H1F - MANAGERIAL ACCOUNTING
FOR DECISION MAKING
Course Outline - FALL 2008**

Class times, locations, and instructors	L0101	Monday	10 AM	WO 25	Elisa Zuliani
	L0201	Monday	3 PM	WO 35	Elisa Zuliani
	L0301	Tuesday	10 AM	WO 35	Elisa Zuliani
	L0401	Tuesday	3 PM	WO 20	Elisa Zuliani
	L5101	Monday	6 PM	WO 30	Elisa Zuliani
Tutorial times and locations	T0101	Thursday	1 PM	AH 400	
	T0201	Thursday	3 PM	AH400	
Instructor contact information	Elisa Zuliani, RT 419, ezuliani@rotman.utoronto.ca , 416-946-7529				
Office hours	Elisa Zuliani	Tuesday	1:00-2:00 pm		
	We are also available by appointment. To schedule an appointment, please send us an e-mail in advance to let us know what you would like to discuss.				
TA	Mulhim Khan	mulhim.khan@utoronto.ca			
	Maria Giltsov	maria.giltsov@utoronto.ca			
Prerequisite:	MGT120H1				
Course Website	Class page: http://portal.utoronto.ca				
Required text	Garrison, Noreen, brewer, Chesley, Carroll <i>Managerial Accounting, Seventh Canadian Edition</i> McGraw Hill, Textbook website: www.mcgrawhill.ca/college/garrison				

COURSE DESCRIPTION

Management accounting is a field in transition, moving from a procedural focus to a strategic focus on the use of accounting information to facilitate the success of the organization – for manufacturing, service, governmental, and not-for-profit organizations.

A principal motivation for the change in management accounting is the changes in business processes, and organizations, in response to increased global and domestic competition. These changes include a renewed focus on the customer, aggressive cost reduction, outsourcing, rightsizing and reengineering, total quality management, advanced manufacturing technologies, and increased use of information technologies. The management accountant is no longer just a reporter and analyzer of financial information, but a business partner – developing the financial and non-financial information the organization needs to be successful. As such, the management accountant plays a *strategic role* in the business, developing and presenting the information that is critical for the organization's success. This is an integrative role, which requires the management accountant to understand the organization's strategy, and to understand how both financial and non-financial information is developed across all the management functions.

COURSE OBJECTIVES

The primary objective of this course is to enable you to make effective use of management accounting data. A secondary objective is to develop the analytical skills necessary to diagnose complex business problems in an accounting context.

You will study how accounting information can be used intelligently to make managerial decisions in a global business environment. The world of management accounting is dynamic, and you will combine the study of traditional concepts and techniques with that of the most recent advances in management accounting.

The course is designed to help you develop an understanding of the application of strategic cost management principles for organizations, and to provide an opportunity for you to develop skills in applying these principles through exercises and cases. During the first half of the course (up to the term test) technical material, procedures, terminology, etc., will be covered in class. During the second half of the course (after the term test), class time mainly will be used for case studies. These cases will apply the techniques that you learn in the tutorials.

GRADE DETERMINATION

In-tutorial quizzes Quiz #1 Quiz #2	During Tutorial: Thursday October 2nd Thursday, November 20th	10% 10%
Class participation	See description below	10%
Term test	Monday, October 27th	30%
Final exam	During final examination period	40%
Total		100%

REQUIREMENTS AND CRITERIA

In-tutorial Quizzes

	<u>Date</u>	<u>Topics on Quiz</u>
Quiz 1	Thursday October 2nd	Meetings 1, 2, 3
Quiz 2	Thursday November 20th	Meetings 9,10

The quizzes are 45 minutes long. Quizzes will be conducted during the first hour of the tutorial. Students arriving late for the quiz will not receive extra time to complete the quiz.

There will be no make-up quizzes. Students who miss the quiz #1 will have the 10% reallocated to the term test. Students who miss quiz #2 will have the 10% reallocated to the final exam.

Absence from quiz

The only accepted reasons for missing the quizzes are illness or a death in the family. In either case, you must notify the tutorial leader by email on the day of the test, and submit a medical certificate indicating type of illness and date of illness (or other applicable documentation for domestic situations) to the tutorial leader within 1 week of the quiz date, if possible. Documentation must be received within two (2) weeks of the test date in order to be accepted, Failure to write for any reason other than the above will result in a grade of zero.

Class Participation and Homework

The primary goal of the individual participation portion of the grade is to reward you for your preparation and individual contributions to the learning environment. It includes attendance, asking and answering questions, etc. In addition, we may ask you write up and submit a 1-2 page summary of several short cases before they are discussed in class. These summaries will be graded by effort and account for part of class participation.

Term Test

The term test will be held on Monday, October 27th from 8:00 pm to 10:00 pm. It will be two hours long and will consist of multiple choice questions, short answer questions, and problems. The test will cover material from meetings 1 to 7 inclusive (chapters 1, 2, 3, 4, 6, 7, & 8).

Aids Allowed

No study aids are allowed. You may use a hand-held calculator, but you must clear the memory before the beginning of the quiz, test, or exam. We consider failure to clear the memory in advance an academic offence. (*See Academic Integrity below.*)

ACADEMIC INTEGRITY

Absence from either test

The only accepted reasons for missing either of the term tests are illness or a death in the family. In either case, you must complete the “Missed Test Email Form” at www.utoronto.ca/commerce/misstest.htm on the day of the test, and submit a medical certificate indicating type of illness and date of illness (or other applicable documentation for domestic situations) to the Commerce Office within 48 hours of the test date, if possible. (Students may also contact the Commerce Office directly on the day of the test at 416-978-3339). Documentation must be received within one (1) week of the test date in order to be accepted, Failure to write for any reason other than the above will result in a grade of zero.

There are no make-up tests. Any student who misses either test will have their marks reallocated to the final exam (65%)

Final Examination

The final examination will be held during the formal examination period. It will be two hours in duration and will consist of multiple choice questions, short answer questions, problems, and a case. It will cover material from the entire course.

Aids Allowed

No study aids are allowed. You may use a hand-held calculator, but you must clear the memory before the beginning of the quiz, test, or exam. We consider failure to clear the memory in advance an academic offence. (*See Academic Integrity below.*)

ACADEMIC INTEGRITY

DETAILED COURSE OUTLINE

Meeting 1 **Week of Sept 8th**
Topic **Managerial Accounting & the Business Environment**
 Cost Terms, Concepts and Classification
RR: None

Meeting 2 **Week of September 15th**
Topic: **System Design: Job-Order Costing**
RR: Garrison, Chapter 1, 2 & 3
CD: Chapter 3: Problem 3-18, Problem 3-20, Problem 3-25

Tutorial (Thursday September 18):

Problem 3-19
Problem 3 -22
Problem 3 -27
Problem 3- 31

Meeting 3 **Week of September 22nd**

Topic: **System Design: Process Costing**
RR: Garrison, Chapter 4
CD: Chapter 4: Problem 4-19, 4-20, 4-27

Tutorial (Thursday Sept 25):

Problem 4-26
Problem 4-28
Case 4-30

Meeting 4 **Week of September 29th**

Topic: **Cost-Volume Profit Relationship**
RR: Garrison – Chapter 6
CD: Chapter 6: Problem 6-19, 6-24

Tutorial (Thursday October 2nd):

Quiz #1
Problem 6-21
Problem 6-22
Problem 6-28

Meeting 5 **Week of October 6th**
Topic: **Variable Costing: A Tool for Management**
RR: Garrison, Chapter 7
CD: Chapter 7: Problem 7-10, 7-15

Tutorial (Thursday October 18th):

Problem 7-11
Problem 7-13
Problem 7-17

Meeting 6 **week of October 15th**

Topic: **Introduction to Case Writing**
RR: None
CD: Case will be distributed in class

Tutorial: Thursday October 11th
- Make up class for Monday's session

Meeting 7 **Week of October 20th**
Topic: **Activity-Based Costing**
RR: Garrison, Chapter 8
 HBS -Case – Prestige telephone (available on the course website)
CD: Chapter 8: Problem 8-22, Problem 8-26
 Case – HBS Case – Prestige Telephone
Assignment: Case Summary for Prestige Telephone

Tutorial (Thursday October 23rd):

Problem 8-30
Case 8-32
Review Fall 2007 Term test

Meeting 8 – TERM TEST

Date: Monday October 27th
Time: 8:00 – 10:00 pm
Location: TBD

Meeting 9 **Week of November 3rd**
Topic: **Budgeting**
RR: Garrison, Chapter 9
CD: Chapter 9: Problem 9-9, 9-15
Case: Boston Inc.

Tutorial: Thursday November 6th
Return test
Take-up test

Sunday, November 3rd, 2008 - LAST DAY TO DROP COURSE WITHOUT ACADEMIC PENALTY

Meeting 10 Week of November 10th

Topic: Standard Costs
RR: Garrison Chapter 10
Case – Peterson Pottery (available on the course website)
CD: Chapter 10: Problem 10-15, 10-21
Case – Peterson Pottery
Assignment: Case Summary for Peterson Pottery (due at the beginning of class)

Tutorial: Thursday November 13th
Problem 10-13
Problem 10-17
Problem 10-22

Meeting 11 - week of November 17th

Topic: Flexible Budgets
RR: Garrison Chapter 11
CD: Chapter 11: Problem 11-17, Problem 11-20

Tutorial: Thursday November 20th

Quiz #2

Problem 11-30
Case 11-36

Meeting 12 Week of November 24th

Topic: Relevant Costs
RR: Garrison, Chapter 13
Case: Toronto Industries (available on course website)
CD: Chapter 13: Problem 13-22, 13-23

Tutorial: Thursday November 27th

Problem 13-25
Problem 13-27
Problem 13-32

Meeting 13 **Week of December 1st**

Topic:	Review
RR:	HBS Case – Kaufmann Manufacturing (available on course website)
CD:	Case – Kaufmann Manufacturing

Tutorial:	Thursday December 4th
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Review Fall 2007 Final Exam