

ACCTG 501: Managerial Accounting
Spring 2023
3/27/2023 - 5/15/2023

Course Overview:

In financial accounting, you studied accounting information for decision-makers *external* to the firm. This course focuses on information and decision-making *within an organization*. This course seeks to provide you with useful tools, based on accounting information, to improve managerial decision-making and performance evaluation.

We will start by focusing on cost behavior and the systems organizations use to describe this behavior. This part of the course will let us answer questions like: What should be considered in choosing the mix of fixed costs versus variable costs in the firm's cost structure? How will dropping or adding a product affect profitability? How do we combine cost information with demand information to make pricing decisions? Should a special order be accepted or rejected? How do we find the optimal product mix when there are constraints on total production?

We will then examine organizations' planning, control, and incentive mechanisms. We will discuss how firms construct profit plans (i.e., budgets) to coordinate activities and use variance analysis to measure how actual results differ from expected results. We will also discuss performance evaluation systems, touching on questions like: What are the tradeoffs of different financial and non-financial metrics used to evaluate performance? How can these metrics be incorporated into compensation plans? Why are organizational controls important to implement in addition to incentive schemes? How do organizations facilitate planning and create optimal incentives in special circumstances, such as for managers of a recently acquired firm?

To reflect the complexity of the topics in practice, we will focus on solving cases. The cases center on organizations in various industries, from tech to medicine to real estate to banking, and incorporate conceptual elements and quantitative exercises. The course also includes videos that introduce the main concepts of each module; videos of interviews with executives; podcasts and readings (from both journals and the popular press) that illustrate concepts and provide relevant examples; and optional textbook readings, problems, and TA sessions to help solidify content.

Course Learning Objectives:

The course will help students to:

- ★ Become familiar with the terms and concepts commonly used in managerial roles to aid in costing, planning, and controlling
- ★ Use accounting data and tools such as costing systems and profit plans to improve managerial decision-making related to pricing, operations, and performance measurement
- ★ Evaluate factors that influence the design and use of performance evaluation and control systems

Faculty Info



**Professor
Phil Quinn**
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Meetings by appt.



**Teaching Assistant
Ruth Senior**
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Meetings by appt.

Email and Internet:

UW Email and the Canvas Discussion Forums are the official means of communication for this class. Students are expected to read and act upon email in a timely fashion. Students should check their email regularly along with the Announcements section of this course. All instructor correspondence will be sent to your @uw.edu email account.

Course Structure and Format

Course Commitment: This course requires approximately 6-8 hours of work per module. Please expect to spend more time during those modules which include exams or larger assignments.

Delivery Method: This course uses both live sessions and Canvas for content delivery. Canvas will be the primary method for the facilitation of communications between faculty and students, posting course materials and activities, submission of assignments, and posting of grades. Canvas can be accessed at <https://canvas.uw.edu/>

Organization: This course is organized by modules, which correspond to weeks in the Quarter.

Module	Topic:	Dates:
1	Cost Basics and Terminology	March 27 & 29
2	Costing Methodologies and Their Limitations	April 3 & 5
3	Transfer Pricing	April 10 & 12
4	Relevant Costs and Operational Decisions	April 17 & 19
5	A Primer on Budgets and Variances	April 24 & 26
6	Performance Metrics, Incentives, and Control Systems I	May 1 & 3
7	Performance Metrics, Incentives, and Control Systems II	May 8 & 10
8	New Avenues in Managerial Accounting	May 15

Live Sessions

The course consists of 100-minute live class sessions twice a week. These sessions provide an interactive forum for discussion of key case material. The Canvas module pages provide more specifics about the material that should be completed before each live session.

Readings

Readings come from a variety of sources, including the popular press and journal articles.

Case Studies

Modules include two cases. The first for each module is more quantitative, and answers to the case questions must be prepared and submitted individually (though you are welcome to discuss potential solutions with others). The second for each module is more qualitative, and answers should be prepared with your groups for class discussion. You can find the Harvard Business case and reading pack here: <https://hbsp.harvard.edu/import/1042034>.

Video and Other Multimedia Content

Modules will include several short video segments that cover topics important to understand for the cases. Content will also include recent interviews conducted with public company executives and content from third-party sources, including podcasts and webinars.

Weekly Assignments

Modules require case preparation and the completion of the readings and/or videos and other multimedia content. Students must submit answers to the case studies, as described above. For optional problem sets, suggested solutions are posted on the Canvas page.

Textbook (optional)

Introduction to Management Accounting, 16th edition (2014), Horngren, Sundem, Burgstahler and Schatzberg. You can purchase a digital copy of this book on Amazon for much less than the cost of a hardcopy copy. Textbook readings are primarily for reference, a useful resource for reinforcing more challenging content. The text will be particularly helpful for students less familiar with finance and accounting topics.

Review Sessions (optional)

The TA will hold multiple review sessions throughout the term that provide additional practice with the key concepts and mechanics of the content.

Exams

The course includes a midterm exam and a final exam.

Grading Policies

Submitting Assignments & Missed Assignments

Instructions for submitting assignments are included with the assignment descriptions within the Canvas course site. Due dates for graded work are included within each module page in the Canvas course. Notify the instructor *before* an assignment is due if the assignment cannot be submitted on time. Published assignment due dates (Pacific Time) are firm.

Grading Procedure and Rubrics

Grades reflect your performance on assignments and adherence to deadlines. The grading turnaround time will be one week. Grades will be posted in the gradebook on the course site. Most of the graded work in this course includes a grading rubric, which should help you understand the requirements of the assignment and give you detailed feedback about your performance. Rubrics will be included within the assignment description.

Participation

Class participation is critical. The class should be a common learning experience, where students collaborate with their group members and contribute to in-class discussions. The instructor and your team members will each evaluate your participation at the end of the term. Criteria that will be used to judge the effectiveness of your participation include (1) Do you work well with others in preparing the group cases? (2) Do your comments show evidence of appropriate, insightful analysis of the case? (3) Are you a good listener as well as speaker? Can you play off the comments of others? (4) Are you willing to test new ideas? Or are all your comments “safe”? To encourage widespread participation, a random number generator will be used to create a call list. Each student should expect to be called upon at least once per class. Your group will also present twice to the class during the quarter.

Graded Material Summary

Grades will be determined using whichever option results in the highest overall score.

Activity	Option 1	Option 2	Option 3
Individual Case Submissions	20	20	20
Participation & Group Presentations	30	30	30
Midterm Exam	25	20	30
Final Exam	25	30	20

Course Policies

Academic Integrity and Student Conduct

The Foster School of Business prohibits cheating, attempted cheating, and plagiarism—including improper citations of source material—as it pertains to academic work. Suspected violations will be handled through various channels. First, Community Standards and Student Conduct will

determine disciplinary sanctions (e.g., suspension, dismissal). Second, the instructor will determine the impact of the misconduct on grading. Students determined to be responsible for misconduct should expect a 0.0 for their overall course grade. Third, if there is a standing MBA Honor Council at the time of the potential misconduct, the matter will also be referred to the Honor Council. For more information, see the [University of Washington Student Conduct Code](#) as outlined in [Washington Administrative Code 478-121](#).

Copyright

The course content is for class purposes only and are to be used only by the student enrolled in the course. All rights reserved. No part of this course may be reproduced, distributed, or transmitted in any form or by any means, including photography, video recordings, screenshots, or other electronic or digital methods (including ChatGPT), without the prior written permission of the instructor. Violations of copyright are also violations of the code of conduct.

Access and Accommodations

DRS (<http://depts.washington.edu/uwdrs/>) offers resources and coordinates reasonable accommodations for students with disabilities and/or temporary health conditions ([Getting Started / Accessing Resources](#)). Reasonable accommodations are established through an interactive process between you, your instructor(s) and DRS. It is the policy and practice of the University of Washington to create inclusive and accessible learning environments consistent with federal and state law. If you have accommodations with Disability Resources for Students (DRS), please communicate your approved accommodations to me at your earliest convenience so we can discuss your needs in this course. If you have not yet established services through DRS but have a temporary health condition or permanent disability that requires accommodations (conditions include but not limited to, mental health, attention-related, learning, vision, hearing, physical or health impacts), contact DRS at 206-543-8924 or uwdrs@uw.edu.

Religious Observance Accommodation

Washington state law requires that UW develop a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The UW's policy, including more information about how to request an accommodation, is available at [Religious Accommodations Policy](#)

(<https://registrar.washington.edu/staffandfaculty/religious-accommodations-policy/>).

Accommodations must be requested within the first two weeks of this course using the Religious Accommodations Request form (<https://registrar.washington.edu/students/religious-accommodations-request/>).

Other Course Policies

For more information about other policies applicable to the Evening MBA program, please visit the online Student Handbook (<https://foster.uw.edu/academics/degree-programs/evening-mba/current-evening-mba-students/resources-2/>).

Technology

Network Use Policies

Please read the University of Washington's [Student Use of UW Computing Resources Policy](#).

Technology Requirements

This course requires Internet access and the following:

- A web browser (use only [Google Chrome](#) or [Mozilla Firefox](#))
- Adobe Acrobat Reader ([free](#))
- Webcam, microphone, and speaker
- [Zoom software](#) (for video conference)
- [Microsoft Office 365 ProPlus](#) (free for students & staff)

Network Outages

To monitor the status of campus networks and services, visit the ITConnect eOutages page at: <https://eoutage.uw.edu/>

Canvas Support

<https://itconnect.uw.edu/learn/tools/canvas/canvas-help-for-students/>

Syllabus Purpose and Disclaimer:

This syllabus serves as a guideline for what to expect in this class and an implicit agreement between the instructor and the student.

Before contacting the instructional staff, please review these documents first to see if your question is addressed. Every effort will be made to avoid changing the course schedule, but adjustments may be necessary to accommodate errors, omissions, or unforeseen events (such as weather events).

In the event changes are made to the syllabus, students will be informed during class, on the course website, and via email. It is your responsibility to be aware of these changes, so please check your email and the course site often.