2012

ACCT 601-02 Strategic Measurement, Evaluation and Control

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ACCT 601 Strategic Measurement, Evaluation and Control
Instructional Syllabus, Spring Semester 2012
Section 02: Wednesday 6:00-8:30 PM, Smith Hall 250

FACULTY
Michele Matherly, Ph.D., CMA, CPA (Virginia)
OFFICE LOCATION
216 Smith Hall
OFFICE PHONE
513-745-3165
EMAIL ADDRESS
matherlym@xavier.edu
OFFICE HOURS
T/R 9:30-11:15 AM, W 3:30-6:00 PM, and by appointment. If you have
difficulty with any topic covered during the course, please do not hesitate to
seek extra help during my office hours. We can also arrange to meet at
mutually convenient times to minimize your travel and manage work
schedules.

OFFICE PHONE
513-745-4383
MAIL LOCATION
ML#1211

Williams College of Business Mission Statement and the Course Objectives
The Mission of the Williams College of Business: We educate students of business, enabling them to
improve organizations and society, consistent with the Jesuit tradition.

ACCT 601 contributes to the College’s mission through the examination of issues relevant to the
integration of accounting information into the management decision making and performance
evaluation processes. The course is designed to aid the student in developing an appreciation for the
advantages and limitations of accounting information in this setting, thereby, enhancing their ability
to improve organizations and the society in which they operate. In order to achieve this objective
managerial accounting must concern itself with behavioral, ethical, as well as computational issues.
A secondary objective is to provide a forum in which students may enhance their ability to discuss
accounting-related issues. This objective is accomplished through case analysis and class
discussions.

Required Text & Materials

South-Western Cengage Learning.
☒ Text Companion Website – includes valuable resources for each chapter, such as a multiple
choice quiz and a PowerPoint summary. http://tinyurl.com/ACCT601-Textbook (Note: This
link is also available in the Course Content section of Blackboard.)
☒ Other readings and cases as assigned during the semester.

Online Content
Course-related material will be distributed through Blackboard.

Class Attendance, Homework, and Preparation
Attendance is expected for all classes. If you anticipate missing more than three class periods during
the semester, it is recommend that you consider taking this course at another time. In the rare event
that you find it unavoidable and must miss a class, you should arrange to obtain lecture notes and
assignment solutions from another member of the class.
Actively participating in class and completing your homework on a timely basis are critical to your success. A list of selected homework problems will be posted in Blackboard for each chapter. These problems will be the basis for class discussions and exam preparation, but will not be collected for grading. Since we will be working problems during class, you should bring the textbook to class each day.

Please minimize the use of cell phones, iPods, laptops, and all other electronic devices while in the classroom. Failure to do so is inconsistent with the purposes of the class sessions and common courtesy. If there are extenuating circumstances (e.g., you are expecting an important phone call), please notify me before class.

**Grading Policy**

The course grade will be determined based on a student’s performance on the activities listed below. Final course letter grades will be assigned using the grading scale below. I reserve the right to assign plus or minus grades at my discretion. These adjustments will generally be made based on students’ contributions to the course, via class participation, thorough preparation, etc. Do not anticipate any overall scaling of grades.

<table>
<thead>
<tr>
<th>Grade Components</th>
<th>Grade Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Exams (equally weighted)</td>
<td>A = 90%-100% Exceptional</td>
</tr>
<tr>
<td>Cases, Short Assignments, and Quizzes</td>
<td>B = 80%-89% Good</td>
</tr>
<tr>
<td>Total</td>
<td>C = 70%-79% Minimal</td>
</tr>
<tr>
<td></td>
<td>F = Below 70% Failure</td>
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</tbody>
</table>

The university considers an “A” to represent “exceptional” work. Thus, earning an “A” in this course will require understanding the material deeply and being able to apply it to situations beyond the basic examples provided in class or in the textbook. All students who demonstrate exceptional work (measured by earning 90% of the available points) will receive an “A”. **Note:** A grade of Incomplete is not assigned except under extreme circumstances (at my discretion).

**Exams**

The exams will cover the assigned chapters, problems, lectures, as well as assigned extra reading material and class discussion. Students should not expect to do well on exams if they have not read the course material, worked homework problems on their own, and participated in class.

As you prepare for each exam, you should rework all assigned homework problems, practice the Cornerstone activities throughout each chapter, and study the Key Terms and Review Problems available at the end of each chapter. The textbook’s companion website also includes a variety of study aids, such as multiple choice and true-false quizzes, flash cards, and PowerPoint summaries for each chapter.

Do not deceive yourself by assuming that memorizing the rules and definitions discussed in class and scanning over the solutions to the homework problems will be sufficient for you to answer questions successfully on an exam. You should also try to develop extensions, alterations, or novel combinations of material. What more could be done with a particular setting? What could be changed about the assumptions? How would those changes affect your response to the question? Try to think about how changes would affect computations, behavioral effects on managers involved, and the overall success of the organization. If you have difficulty with any topic covered during the course, please seek extra help during my office hours or arrange an appointment.

All students are expected to sit for exams at the scheduled time. Students who are absent will receive a score of zero. Consideration for a makeup exam will be given only to students who notify the
Instructor in advance, and provide documentary evidence of a truly dire emergency. Students will be provided with a basic four-function calculator for taking exams.

**Cases, Short Assignments, and Quizzes**
The case activities will demonstrate that all students have prepared and thoughtfully considered case material prior to class. These activities will occur either during class or be due at the beginning of class on the night of the case discussion.

Short Assignments and Quizzes are intended to provide practice and feedback regarding the simpler and/or more mechanical elements of the course content. These activities will generally be administered during class; however, activities may also be distributed through Blackboard.

**University Policy on Academic Honesty**
Academic life requires a trust based upon the integrity of the written and spoken word. I will not tolerate violations of certain standards of ethical behavior. These violations include all forms of cheating, plagiarism, and unauthorized assistance on any assignment or exam. All of the course grade determinants are individual assignments, unless specifically identified by the Instructor as a group activity. Anyone who receives or gives unauthorized assistance on any assignment or exam will be guilty of violating this policy. If you are unsure of how to apply this policy to a particular situation, you should discuss it with me before turning in any assignments or discussing an assignment with anyone else.

The Xavier University’s policy on academic honesty will be followed in this course. This policy is described in the Graduate Academic Policies and Regulations posted on the Registrar’s website (http://tinyurl.com/Grad-AcademicHonesty). Penalties for violations of academic honesty may include one or more of the following: a zero on the assignment or exam, an “F” for the course, and expulsion from the university.

**Disabilities**
Any student who feels s/he may need an accommodation based on the impact of a documented disability should contact the Learning Assistance Center at 513-745-3280 located in Room 514 of the Conaton Learning Commons to coordinate reasonable accommodations. If you have a documented disability, please disclose this information to me during the first week of class.

**Miscellaneous Items**
All dates and assignments in the Tentative Course Schedule are subject to change at the sole discretion of the professor. Verbal notification during any regularly scheduled class period will be considered sufficient notification to effect such change under this syllabus. Alternatively, an email sent to students through their Xavier email address or an “announcement” posted to Blackboard will also be considered sufficient notification to effect a change.

Each student should become familiar with the appropriate 2012 dates and academic regulations as published by Xavier University in its Catalogs, Programs, and Spring Semester Schedule of Classes.
## ACCT 601 Strategic Measurement, Evaluation and Control
### Tentative Course Schedule – Spring 2012

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/11</td>
<td>Course Introduction</td>
<td>Ch. 1</td>
</tr>
<tr>
<td>1/18</td>
<td>Basic Cost Management Concepts and Cost Behavior</td>
<td>Ch. 2 &amp; Ch. 3 (pp. 68-80)</td>
</tr>
<tr>
<td>1/25</td>
<td>Product and Service Costing – Quiz 1</td>
<td>Ch 4 (pp. 131-138) &amp; Ch 5</td>
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<tr>
<td>2/1</td>
<td>Activity-Based Costing (ABC) – Quiz 2</td>
<td>Ch 4 (pp. 138-end)</td>
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<td>2/8</td>
<td>ABC Case + Review – Quiz 3</td>
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<tr>
<td>2/15</td>
<td><strong>Exam 1 (Ch. 1-5)</strong></td>
<td></td>
</tr>
<tr>
<td>2/22</td>
<td>Strategic Cost Management</td>
<td>Ch. 11</td>
</tr>
<tr>
<td>2/29</td>
<td>Activity-Based Management</td>
<td>Ch. 12</td>
</tr>
<tr>
<td>3/7</td>
<td><strong>Spring Break (no classes)</strong></td>
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</tr>
<tr>
<td>3/14</td>
<td>Lean Accounting and Productivity Measurement</td>
<td>Ch. 15</td>
</tr>
<tr>
<td>3/21</td>
<td>Inventory Management – Quiz 4</td>
<td>Ch. 20</td>
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<tr>
<td>3/28</td>
<td><strong>Exam 2 (Ch. 11, 12, 15 &amp; 20)</strong></td>
<td></td>
</tr>
<tr>
<td>4/4</td>
<td>Standard Costing and Revenue Variances</td>
<td>Ch. 9 &amp; Ch. 18 (pp. 879-890)</td>
</tr>
<tr>
<td>4/11</td>
<td>Responsibility Accounting – Quiz 5</td>
<td>Ch. 10</td>
</tr>
<tr>
<td>4/18</td>
<td>Case + Balanced Scorecard – Quiz 6</td>
<td>Ch. 14</td>
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<tr>
<td>4/25</td>
<td>BSC Case + Quality and Environmental Cost</td>
<td>Ch. 13</td>
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<tr>
<td></td>
<td>Management – Quiz 7</td>
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</tr>
<tr>
<td>5/2</td>
<td><strong>Exam 3 (Ch. 9, 10, 13, 14, 18)</strong></td>
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</tr>
</tbody>
</table>

Note: At the discretion of the Instructor, adjustments may be made to the dates and assignments in this Tentative Course Schedule. Verbal notification during any regularly scheduled class period, by email, or via a Blackboard posting will be considered sufficient notification to effect such changes.