

**University of Iowa — Tippie College of Business**  
**6A:130 Accounting for Management Analysis and Control**  
**Syllabus: Fall 2009**

**Lecture:**

- **Section 1: T/TH 1:05 – 2:20pm (Room C107 PBB)**
- **Section 2: T/TH 9:30 – 10:45pm (Room S207 PBB)**

**Instructor:** Bob Hartman

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**Office Hours:** T/TH 10:50am to 12:00pm or by appointment

**TA:** Shaun Flander

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**COURSE DESCRIPTION, GOALS & OBJECTIVES:** This course is about the accounting measurement systems that support decision making. Because we focus on the firm's internal decision making, we are not constrained by the rules and regulations that surround financial accounting. Instead, we will work toward developing a conceptual framework that emphasizes measuring the costs and benefits associated with using a particular measurement system.

We'll first explore basic concepts of cost measurement, comparing the ideal, "economic cost," to what can actually be measured, "accounting cost." Then we will examine how product costs impact the company's decision making.

By the end of this course, you should be able to:

- understand basic terminology and methods of management accounting,
- understand the concepts underlying current practices in management accounting,
- compute the cost of products, customers, and other cost objects, and
- critically evaluate managerial accounting practices as solutions to economic problems and adapt them to address new situations.

**COURSE MATERIALS:** Required Text: My Accounting Lab (MAL): ISBN – 13: 9780136154785. MAL has the required text (*Cost Accounting: A Managerial Emphasis* by Charles T. Horngren, Srikant M. Datar, George Foster, Madhav Rajan and Christopher Ittner, 13<sup>th</sup> Edition) included as an E-book. MAL can be purchased directly from the publisher for \$65.00 or Iowa Book and Supply for about \$85.00. Moreover, after purchasing MAL, you can purchase (directly from the publisher) a 3 hole punched color version of the text for \$45.00.

Course Website (ICON): <http://icon.uiowa.edu>. The course website serves as a communication and distribution mechanism. Check the website daily for announcements and new material as it is a crucial component of our class.

**GUEST SPEAKER:** Jay Hanson, currently the chair of the AICPA AcSEC committee and a senior audit partner with RSM McGladrey is scheduled to speak from 6-7:30 PM on Monday, October 12, 2009 in C20 PC. The topic is mark to market accounting and its implications.

**COURSE COMMUNICATION:** Check ICON daily for course information. In addition, I may use your University of Iowa email address to contact you or distribute relevant course or University information. Remember, University policy specifies that students are responsible for all official correspondence sent to their standard University of Iowa e-mail address (@uiowa.edu).

**GRADING:** Your overall letter grade for the course will be based on the number of points you earn in the course and do not depend on any other students' performance.

Grades are distributed using the following minimum course performance:

90%	A-	93%	A	98%	A+
80%	B-	83%	B	88%	B+
70%	C-	73%	C	78%	C+
60%	D-	63%	D	88%	D+
Below 60%	F				

Professor Hartman may reduce the minimums listed above to accommodate unusual course circumstances or to use the Tippie College Undergraduate recommended curve for required courses as a guide in assigning grades. This curve is described at: <http://www.biz.uiowa.edu/upo/advising/grading.html>. Plus and minus grading will be used. You earn points as follows:

Class Participation	40 points
Five (5) quizzes	40 points
Paper (See ICON)	50 points
Project (See ICON)	70 points
Test 1	100 points
Test 2	100 points

Homework solutions will not be collected. But, you are responsible for preparing and understanding each homework question. Preparing homework solutions under exam conditions (a quiet room, no open book, limited time) will help you master the material and prepare for quizzes and exams.

Class participation points are earned by being an active participant in this course. Including: participating in in-class discussions, and participating in one-to-one discussions with Professor Hartman.

**Attendance is mandatory during project presentations and 10 points will be deducted for each class missed during weeks 14 and 15.**

Quizzes will generally be posted on ICON and due in class on the date indicated.

Midterms will be given on Friday night (October 9 and November 20, respectively). If you have a legitimate university conflict with the test times (for instance, participating in a University sponsored athletic event), notify Professor Hartman by the end of the second week of class. Makeup tests for midterms will be scheduled for legitimate conflicts only. Final exam conflicts must be resolved by the Office of the Registrar – be aware that they have strict guidelines and deadlines.

Tests are intended to measure your individual performance and should be completed without the aid of reference materials including notes, textbooks, and other peoples' brains. While quizzes are also to be an individual effort, you may use outside resources and collaboration with your fellow students; however, the final product submitted should be your own work.

**HELP LAB:** Shaun Flander will conduct help labs every Wednesday from 7:00pm to 9:00pm in W326 PBB. Help labs will start Wednesday, August 25 and end Wednesday, December 2, 2009.

**FERPA:** In order to participate in this class, it may be necessary to reveal to other students the names of students who are enrolled in this course. If you do not want your name revealed to other students enrolled in this course, please contact me in writing by the end of the first week of classes.

**ELECTRONIC DEVICES:** Electronic devices (cell phones, PDA, etc.) going off in class will result in a 10 point deduction from your total points. In addition, electronic devices (other than a non-programmable calculator) are not to be brought into the exam room. If your electronic device goes off during the exam, your exam will be collected and you will receive any points earned. If you are caught with a cell phone out during the exam, we are going to assume that you are cheating and you will receive a zero.

**HONOR PLEDGE:** All students must signify agreement with an Honor Pledge **on all tests**. The pledge will read as follows: "On my honor, I pledge that during this examination I neither gave nor received any assistance, and I did not witness any violation of the honor code." If you refuse to sign the pledge, your test will not be graded and you will receive a zero (0) for the exam.

**SEXUAL HARASSMENT:** The Tippie College of Business and the University of Iowa are committed to providing students with an environment free from sexual harassment. If you feel that you are being or have been harassed or you are not sure what constitutes sexual harassment, we encourage you to visit the University website, <http://www.sexualharassment.uiowa.edu/index.php>, and to seek assistance from department chairs, the Dean's Office, the University Ombuds Office, or the Office of Equal Opportunity and Diversity.

**POLICY ON CROSS ENROLLMENTS:** This course is given by the Tippie College of Business. This means that class policies on matters such as requirements, grading, and sanctions for academic dishonesty is governed by the Tippie College of Business. Students wishing to add or drop this course after the official deadline must receive the approval of the Dean of the Tippie College of Business. Details of the University policy of cross enrollments may be found at: <http://www.uiowa.edu/~provost/deos/crossenroll.doc>.

**ACADEMIC ACCOMMODATION:** If you have a disability that may require some modification of seating, testing, or any other class requirement, please let me know as soon as possible so that appropriate arrangements can be made. Similarly if you have any emergency medical information about which I should know, or if you need special arrangements in the event the building must be evacuated, please let me know. You can meet with me after class hours, during my scheduled office hours, or schedule an appointment. Please also note that the Office of Student Disability Services is available to assist you.

**GRIEVANCE POLICY:** Student concerns regarding this course should first be discussed with me, the faculty member teaching this course. If we can't resolve the complaint, you may contact the DEO of the Accounting Department: Professor Douglas Dejong, 319-335-0910, [douglas-dejong@uiowa.edu](mailto:douglas-dejong@uiowa.edu). If you cannot resolve the complaint by speaking with the DEO, you may contact the Associate Dean of the Undergraduate Program: Lon Moeller, 319-335-0924, [lon-moeller@uiowa.edu](mailto:lon-moeller@uiowa.edu).

**ACADEMIC INTEGRITY:** The exams and quizzes in this course are intended to measure your individual performance. Do not represent another person's work as your own. Do not cheat. Your reputation is your greatest asset. Damaging it simply isn't worth it.

In addition to damaging your reputation, there are also course penalties for cheating. If you are discovered to have cheated on an exam, you will receive a zero on the exam and a "D" (at best) for the course.

All incidents of cheating will be reported to the Senior Associate Dean of the Tippie College of Business and the student may be placed on disciplinary probation for the remainder of his or her undergraduate work at the University of Iowa. In general, the decision of the Professor may be appealed to the College of Business' Judicial Board, then to the Associate Dean for the Undergraduate Program. The Honor Code for the Tippie College of Business will determine the appropriate appeal process.

The Honor Code may be found at <http://tippie.uiowa.edu/honorcode.cfm>.

**MAXIMIZING YOUR LEARNING IN THIS COURSE:** Unlike financial accounting, there is no “generally accepted management accounting principles.” Instead, you will need to recognize when and where a particular management accounting tool is appropriate. Sometimes you may even need to invent a new tool. The best way to develop management accounting skill is to practice a variety of problems and ask questions to be sure you understand the concepts. To do that you will need to:

- **Be prepared for class.** Review the chapters, related class notes and attempt the suggested homework problems.
- **Actively participate in the class.** Articulate your thoughts and be able to defend your views.
- **Do the homework problems.** Make sure you can do the suggested homework problems. Homework will not be collected.
- **Understand the concepts.** There is lots of detail in your textbook, but just a few “big picture” concepts. If you **understand** those concepts, you will have a valuable framework for addressing issues that you encounter after you leave this course. Students who rely on a rote memorization of homework problems generally do not do well.

**COURSE SCHEDULE:** The course schedule is on the next two pages of this document. The schedule includes topics, reading material, required homework problems and test dates. Any changes to this schedule will be announced in class and on our course ICON site. It is your responsibility to know the schedule and to take note of all changes. You are expected to bring related class notes and handouts to class.

**6A:130 Course Outline:**

<b>WK</b>	<b>Date</b>	<b>Read</b>	<b>Topic</b>	<b>Homework</b>
1	T (8/25)	Ch 1 Ch 3	Introduction and Administration Review: Cost Volume Profit Analysis	1-4, 1-5, 1-13, 1-17 3-1, 3-2, 3-15, 3-30, 3-33, 3-47
	TH (8/27)	Ch 2	Terms & Basic Concepts	2-1, 2-2, 2-3, 2-5, 2-11, 2-13, 2-15, 2-16, 2-18, 2-22, 2-31, 2-38, 2-40
2	T (9/1)	Ch 9 (pgs 298-312)	Variable vs. Absorption Costing	9-1, 9-4, 9-7, 9-9, 9-16R, 9-20R, 9-28R, 9-30R (R = Revised)
	TH (9/3)	Ch 4	Job Costing	4-1, 4-2, 4-11, 4-15, 4-16, 4-17, 4-31, 4-32, 4-34, 4-35, 4-36, 4-41
3	T (9/8)	Ch 17 (pgs 600-610)	Process Costing: Weighted Average method	17-1, 17-3, 17-16, 17-18, 17-19, 17-20, 17-35, 17-37
	TH (9/10)	Ch 17 (pgs 610-630)	Process Costing: FIFO method, Standard Costing, Transferred-In Costs	17-8, 17-13, 17-14, 17-21, 17-22, 17-38, 17-39, 17-40, 17-41,
	<b>TH (9/10)</b>	<b>Project company picked</b>		
4	T (9/15)	Ch 18	Spoilage, Rework, Scrap	18-1, 18-2, 18-17, 18-18, 18-19, 18-20, 18-35, 18-38, 18-39
	TH (9/17)	Ch 16	Allocation for Inventory Valuation: Joint Costs and By-Products	16-1, 16-2, 16-5, 16-13, 16-15, 16-16, 16-20, 16-21, 16-22, 16-27, 16-29, 16-34
	<b>TH (9/17)</b>	<b>Project company contact made</b>		
5	T (9/22)	Ch 5	Activity Based Costing	5-2, 5-5, 5-10, 5-12, 5-13, 5-14, 5-17, 5-31, 5-34, 5-37, 5-38
	TH (9/24)	Ch 9 (pgs 313-325)	Measuring the Cost of Capacity	9-11, 9-14, 9-15, 9-26, 9-32, 9-39
	<b>TH (9/24)</b>	<b>New project company picked and contact made if necessary</b>		
6	T (9/29)	Ch 14 (pgs 500-508)	Cost Allocation	14-2, 14-3, 14-16, 14-18, 14-19
	<b>T (9/29)</b>	<b>Paper Sources e-mailed to Professor Jane Lewty (jane-lewty@uiowa.edu)</b>		
	TH (10/1)	Ch 14 (pgs 508 – 515) Ch 16	Customer Profitability Analysis Relevant Information & Decision Making (review)	14-8, 14-9, 14-22, 14-29, 14-30, 14-39  (See Class Notes)
7	T (10/6)	Catch up and questions		
	TH (10/8)	No Class		
	<b>Fri (10/9)</b>	<b>Test 1 – W151 PBB (5:30pm to 7:30pm)</b>		
8	T (10/13)	Ch 15 (pgs 540-556)	Allocating Support & Common Costs	15-8, 15-10, 15-11, 15-16, 15-17, 15-18, 15-21, 15-22, 15-23, 15-29, 15-30, 15-31, 15-33
	TH (10/15)	Ch 6	Budgeting	6-2, 6-4, 6-9, 6-11, 6-13, 6-15, 6-35, 6-36, 6-40
9	T (10/20)	Ch 14 (pgs 515-521) Ch 7 (pgs 224-231)	Sales Variance Analysis Profit Variance Analysis	14-24, 14-25, 14-26 7-1, 7-3, 7-4, 7-16, 7-17, 7-18, 14-12, 14-13, 14-14, 14-23
	TH (10/22)	Ch 7 (pgs 231-242)	Direct Cost Variance Analysis	7-9, 7-10, 7-21, 7-23, 7-31, 7-39, 7-42
	<b>TH (10/22)</b>	<b>First draft of Capacity Costing paper (hard copy) due to Professor Lewty – W279 PBB</b>		
10	T (10/27)	Ch 8	Overhead Variance Analysis	8-2, 8-3, 8-6, 8-9, 8-10, 8-11, 8-18, 8-19, 8-22, 8-29, 8-33, 8-39, 8-40
	TH (10/29)	Ch 8 and Handout	Overhead Variance Analysis	

**6A:130 Course Outline – continued:**

<b>WK</b>	<b>Date</b>	<b>Read</b>	<b>Topic</b>	<b>Homework</b>
11	T (11/3)	TH (10/29)	Ch 8 and Handout	Integrating Variances
	TH (11/5)	Ch 15 (pgs 556-563)	Revenue Allocation	15-13, 15-35
	<b>TH (11/5)</b>	<b>First draft of <i>Capacity Costing</i> paper returned</b>		
12	T (11/10)	Ch 12	Pricing Decisions	12-1, 12-3, 12-4, 12-8, 12-12, 12-13, 12-18, 12-19, 12-21, 12-26, 12-28, 12-33, 12-34, 12-35
	TH (11/12)	Ch 20	Controlling Inventory Costs: JIT Systems	20-1, 20-3, 20-5, 20-8, 20-11, 20-12, 20-13, 20-14, 20-18, 20-19, 20-23, 20-24, 20-25, 20-31
13	T (11/17)	Catch up and questions		
	<b>T (11/17)</b>	<b>Completed paper due: hard copies to Professors Hartman &amp; Lewty; electronic copy to turnitin.com</b>		
	TH (11/19)	No Class		
	<b>Fri (11/20)</b>	<b>Test 2 – W151 PBB (5:30pm to 7:30pm)</b>		
	<b>11/21 – 29</b>	<b>Thanksgiving Recess</b>		
14	T (12/1)	Project Presentations		
	TH (12/3)	Project Presentations		
15	T (12/8)	Project Presentations		
	TH (12/10)	Project Presentations		