

**6A:002 MANAGERIAL ACCOUNTING
DEPARTMENT OF ACCOUNTING
TIPPIE SCHOOL OF BUSINESS
THE UNIVERSITY OF IOWA
Fall 2009**

Faculty Coordinator

Professor Joyce Berg

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Administrative Coordinator

Matt Glendening

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Office Hours: By appointment only

When you cannot measure it, when you cannot express it in numbers, your knowledge is of a meager and unsatisfactory kind.

- Lord Kelvin

Not everything that can be counted counts, and not everything that counts can be counted.

- Albert Einstein

You get what you measure.

- Dilbert

If you have a comment, complaint, or suggestion regarding this course or its instructors, please send email to Professor Berg or leave a note for her in the Accounting Department office (W252 PBB).

COURSE OBJECTIVE

This course introduces the principles, techniques, and processes of managerial accounting. Managerial accounting addresses information that managers use to make decisions. Thus, this course is about making good decisions, influencing others to make good decisions, and designing measurement systems to support those decisions. The skills you will develop in this class are applicable not only to business settings, but to any setting in which it is important to make effective decisions.

After completing this course, you will:

- (1) understand basic terminology and methods of management accounting
- (2) appreciate the concepts underlying current practices in management accounting
- (3) be able to apply these concepts to business problems

The internal decision-making focus of this course complements your prior course work in 6A:001 (preparing financial information for external users), and integrates concepts presented in 6E:001 and 22M:017 into specific management accounting decision-making settings.

YOUR JOB

Management Accounting includes a language and a way of thinking about problems. It is the foundation for both business and non-business decision making, so a firm understanding is crucial to your success. The best, and perhaps the only, way to master the skills in this course is through practice.

Like other skills that are worth learning, the skills in this course require an investment of your time. You should expect to spend 2-3 hours outside of class for each hour in class. This course is a 3-hour course, so you should expect to spend about 6-9 hours each week on reading and homework in addition to the time you spend attending class. Budget your time now so that you know you will have enough time to devote to this course.

Your job as a student includes:

1. **Attend every class.** This course is rigorous and students often find the material challenging. Your instructor will help you learn the language and concepts of managerial accounting and integrate those ideas into your thinking.
2. **Read the assigned material before class.** Reading the assigned material before class will help you be alert to areas that you find challenging and areas in which you need clarification. Work the summary problems. Stop and think about the “Stop & Think” problems. Work the Quick Check problems. After class, review the assigned material so that you can master any problems that you had with the material.
3. **Do the assigned homework problems without looking at answers.** Homework is a required part of this course. The hardest part of most problems, in class and in life, is knowing how to start. If you do not do the homework problems on your own, you lose the chance to practice this essential skill. Problems look easy when your instructor does them. Make sure they still seem easy when you do them on your own. Before doing your first homework assignment, read the additional information in this syllabus and at our ICON site about completing homework assignments so that you understand how to make homework a learning experience.
4. **Be sure you understand concepts.** Memorizing formulas is not a good substitute for understanding concepts. One way to be sure that you understand concepts is to try to explain them to others.
5. **Stay up to date.** Much of this course is learning the language of business and applying concepts that are useful in decision making. Like other high level skills, these skills are built up from fundamentals. If you miss the fundamentals, it will be very hard to master what follows.
6. **Talk about this course with your friends.** Using ideas is one of the very best ways to learn them. Form a study group, discuss course material, talk about homework problems, or better yet, try to apply the ideas from class to your own experiences.

COURSE MATERIAL

Required Material

- (1) Bamber, Braun, Harrison, *Managerial Accounting*, 1st edition, Pearson Prentice Hall, 2008.
- (2) MyAccountingLab (companion site to our textbook). You must be able to access MyAccountingLab in order to submit required homework.
- (3) ICON course website. Visit it at least once every two days. Supplements and handouts are posted on ICON as we discuss related material. Announcements are posted when appropriate.

Pre-requisite Courses:

- 06A:001 Introduction to Financial Accounting
- 06E:001 Principles of Microeconomics
- 22M:017 Calculus and Matrix Algebra for Business

In addition, you are expected to be familiar with basic concepts in algebra. You should be comfortable solving problems of one equation with one unknown and two equations with two unknowns.

Other Available Materials

VangoNotes (www.vangonotes.com). Chapter reviews in MP3 format (one is free so that you can sample the product). Use your judgment about whether this will be useful to you. Some students find it useful, others do not.

COURSE WEB PAGE

We use ICON for this course (<http://icon.uiowa.edu>). There is a single ICON site for all sections. Our ICON site contains:

- Required supplements and additional problems
- Administrative information including the syllabus and administrative contact information
- Course announcements
- Course Calendar
- Practice exams and solutions from prior semesters
- Practice quizzes

You need your HawkID and password to access the course webpage. Information about your HawkID and password can be found at <http://hawkid.uiowa.edu>. Please contact the 6A2 administrative coordinator, Matt Glendening, at managerial-accounting@uiowa.edu if you have not been enrolled in this course by the end of the first week of class.

INSTRUCTORS AND CLASS HOURS

<u>Instructor</u>	<u>Office</u>	<u>Phone</u>	<u>E-mail address</u>
Professor Joyce Berg	S284 PBB	335-0840	professor-berg@uiowa.edu
John Feimster	W319 PBB	335-0883	john-feimster@uiowa.edu
Matt Glendening	W261 PBB	335-1407	matthew-glendening@uiowa.edu
Mark Kloet	W319 PBB	335-0883	mark-kloet@uiowa.edu
William Petrou	W319 PBB	335-0883	william-petrou@uiowa.edu
Sara Schoenfish	W319 PBB	335-0883	sara-schoenfish@uiowa.edu
Kelly Steffes	W319 PBB	335-0883	kelly-steffes@uiowa.edu
Derek Viaene	W319 PBB	335-0883	derek-viaene@uiowa.edu

Section	Days	Time	Location	Instructor
Section SCA	T	6:30pm - 9:00pm	W181 PBB	Kelly Steffes
Section SCB	W	6:30pm - 9:00pm	W181 PBB	Kelly Steffes
Section 3	MWF	9:30am - 10:20am	C121 PBB	Derek Viaene
Section 4	MWF	10:30am - 11:20am	W107 PBB	Sara Schoenfish
Section 5	MWF	11:30am - 12:20pm	C31 PC	Sara Schoenfish
Section 6	MWF	12:30pm - 1:20pm	C107 PBB	John Feimster
Section 7	MWF	2:30pm - 3:20pm	C121 PBB	Derek Viaene
Section 10	TTh	8:05am - 9:20am	W107 PBB	William Petrou
Section 11	MWF	11:30am - 12:20pm	W107 PBB	John Feimster
Section 12	MWF	12:30pm - 1:20pm	C29 PC	Mark Kloet

Note: Rooms and instructors may change during the first week of classes.

HELP LABS AND OTHER OFFICE HOURS

This course uses a ‘help lab’ system so that you have the opportunity to have your questions answered in a timely fashion.

- Bring your work with you to the Help Labs.
- To provide you an incentive to attempt work on your own, instructors will ask to see your work before helping you with homework problems. If you have not yet attempted the problem, you must do so before receiving help. Remember, knowing how to start a problem is the hardest part of completing most problems.

Attend any Help Lab you wish; you are not restricted to Help Labs staffed by your own instructor. This is an excellent opportunity for you to get individualized help mastering the course material. Help Labs will start on Monday, August 24, 2009. There will be no Help Lab during Finals week.

The help lab schedule is posted on ICON.

All Instructors will also hold 1 office hour per week for students in their sections. These office hours will be announced by your Instructor during the first class period of the semester.

COURSE POLICIES

These policies apply to all sections and students. Your instructor cannot override any of these policies.

Exams:

This class has two (2) midterm exams and a cumulative final exam. These exams are scheduled as follows:

- Midterm 1: Thursday, September 24, 2009, 5:30pm-7:30pm
- Midterm 2: Thursday, October 29, 2009, 5:30pm-7:30pm
- Final Exam: Monday, December 14, 2009, 7:00pm-9:00pm

Note these exam times now and record them in your calendar.

Due to the number of students taking the course, we may use several rooms to administer the exams. Locations will be posted on ICON and announced in class.

When taking the exams:

- Bring your student ID, a non-programmable calculator, and a No. 2 pencil.
- Do not use a graphing or other programmable calculator.
- Do not use cell phones, PDAs, or headphones during the exam. Doing so will result in a grade of zero for the exam.
- Be prepared to change seats once all students have entered the exam room.
- Remember, you must take the exam in your assigned location.

Make-Up Exams:

Midterm Make-Up Exams:

Notify the 6A2 administrative coordinator, Matt Glendening, of any legitimate conflicts with the midterm exams as soon as you know about them.

- Email: managerial-accounting@uiowa.edu
- Legitimate conflicts are religious holidays listed in the University calendar, participation in an event in which the student is an official representative of the University, serious illness requiring medical attention (see also the University policy on flu-like illness listed later in this syllabus), serious illness/death in the family, regularly scheduled class, or scheduled required course activities.
- Field trips are generally not legitimate conflicts.
- Work schedules and personal travel schedules are not legitimate conflicts. Due to the large number of students in this course, it is impossible to accommodate these types of conflicts. To avoid problems later in the semester, make sure now that you have not arranged to leave campus before our final exam has taken place.
- You will be required to produce documentation showing the conflict in advance of the makeup exam when feasible or at the time of the makeup if advance notice is not feasible.
- You must submit a completed makeup exam request form to the appropriate Dropbox at the course ICON site at least two weeks in advance of the midterm. Forms are available online in the Course Materials - Administrative Items section of our ICON site. Deadlines for submitting these forms are:
 - Midterm 1 makeup requests: Due by midnight, Thursday, September 10, 2009
 - Midterm 2 makeup requests: Due by midnight, Thursday, October 15, 2009

It is your responsibility to meet the deadlines unless your request is due to an unforeseeable emergency.

- Make up exams for students with legitimate conflicts are scheduled in the two hours immediately preceding the scheduled exam. Students taking the makeup are required to present a picture ID and to stay for the entire two hours. You must obtain prior consent in order to take the make-up exam. If you are unable to take the scheduled make-up, a case-by-case disposition will be made. We strictly enforce this policy on makeup exams.

Final Exam Make-Up Exams:

Students who have 2 exams scheduled for the same period, or more than 3 exams scheduled for the same day, may file a request for a change of schedule at the Registrar Service Center, 17 Calvin Hall. Check the official University calendar for deadlines. It is your responsibility to check the Registrar's website to see whether procedures or deadlines have changed.

Exam Re-grading Requests:

All requests for re-grading must be submitted in writing to the administrative coordinator, Matt Glendening (W261) within one week after the exam is returned in your class.

- Submit your original exam and a detailed explanation of why you believe your grade is in error.
- Exams submitted for re-grading should not contain any markings that were not on the exam at the time it was completed.
- Because grading errors occur both in your favor and against it, we will review the entire exam for grading errors when you request re-grading. Thus, re-grading may result in a lower as well as a higher score.
- Tests that are submitted for re-grading after the deadline will not be re-graded for any reason.
- Because final exams occur during the last week of scheduled classes, requests for re-grading the final exam must be made by the end of the second week of the next semester (Spring for Fall courses, Fall for Spring courses).

Quizzes:

Quizzes take place during the first class meeting in the weeks indicated in the schedule and focus on material covered during the prior week.

- To help you stay caught up, there is a quiz almost every week.
- Quizzes are intended to measure individual performance. No collaboration is permitted.
- There are 12 quizzes. Each is worth 10 points. Your highest ten (10) scores will count towards your grade.
- No make up quizzes will be given.

Homework

Homework is a required part of this course. You must submit the homework through MyAccountingLab and on time in order to receive credit for the homework.

- Homework should be prepared in Excel (or neatly on paper). Using Excel will force you to organize your thinking and to document your work. Organized thinking and documented work are important business skills. They are also two skills that separate students who do well in the course from student who do poorly.
- After you have completed the homework, submit your answers using MyAccountingLab. MyAccountingLab is the official documentation that you completed assignments.
- The deadline for submitting homework is indicated in the MyAccountingLab assignments. Generally the deadlines are Monday mornings at 8:00am.
- See our ICON site for more information about using the homework to your advantage.

Attendance

Attendance is also a required part of this course. You should plan to attend every class. However, there may be days when you are unable to attend class due to a job interview or because your attending class would endanger you or other students due to illness. If you miss class, you must complete documentation and submit it to your instructor.

- If you miss class because you have a flu-like illness, complete the Flu-Like Illness form found at: http://www.registrar.uiowa.edu/forms/H1N1_absence_form.pdf
- If you miss class for some other reason, complete the Explanation of Absence form found at: <http://www.registrar.uiowa.edu/forms/absence.pdf>

Course points associated with attendance are described in the grading section of this syllabus.

Help outside Class:

Your first sources of help should be MyAccountingLab and Help Lab hours. The Accounting Department (W252 PBB) has a list of tutors if you need additional help. You will need to discuss terms of payment with the tutor.

Changing/Adding Sections:

During the first three weeks of the semester, you may need to resolve personal schedule conflicts by changing sections. Though we will work hard to accommodate your request, there is no guarantee that we will be able to do so. Many sections are full, and there is only a small chance of an open seat. So that everyone is treated fairly, you must follow this procedure in order to change sections.

- Obtain the Add/Change Section Request Form from our course ICON site. This form is in the Course Materials section under Administrative Items.
- Obtain a drop/change/add slip from the Undergraduate Programs Office.
- Complete both forms.
- Submit both forms to the Accounting Department (W252 PBB).
- Changes will be made on a first-come, first-serve basis and will be made by the 6A2 administrative coordinator, Matt Glendening, subject to capacity constraints and departmental policy regarding class sizes.
- Any requests made after Friday, September 11, 2009 will not be honored.
- Remember: Your instructor cannot authorize a change or an add into a section. Nor can your instructor influence whether you are able to attend a particular section.

Dropping the course:

If you wish to drop the course, you must complete a drop slip and have it processed by either the Accounting Department (W252 PBB) or the 6A2 administrative coordinator, Matt Glendening.

- If you stop attending class during the first two weeks of class, you may be dropped from the course in order to allow other students to register. If you are absent during the first two week of the course, make sure you contact your instructor so that you are not inadvertently dropped from the course.
- After the second week of class, we do not automatically drop students from this course. Students not attending classes and who have not dropped the course will receive an F in the course.
- Check the Registrar's website for information about deadlines for dropping courses.

Electronic Communications

We will use two forms of electronic communication in this course: ICON and email. You are responsible for reading both. Note the following information:

- **ICON**

ICON is used for posting announcements and material relevant to all students. In addition, you can post questions and comments to the ICON discussion boards.

- We monitor the discussion boards daily, so they are a good way to get feedback on issues of general interest such as course material and homework questions.
- Check ICON at least every two days to see whether there is new material posted. We will alert you to new material by posting an announcement.
- ICON indicates whether there are discussion board items that you have not yet read in an information box on the course's announcement page.

- **Email**

Email is used for information that must be distributed quickly and for discussion of matters specific to an individual student.

- By University policy, you are responsible for information sent to your uiowa.edu email address. Even if you sign up for email forwarding, there can be cases in which your uiowa.edu email is not forwarded. You must read your uiowa.edu email for official University correspondence.
- Due to federal privacy laws, we will correspond only with your uiowa.edu email address for issues related to your academic performance or other accommodation.
- Contact your instructor using your instructor's uiowa.edu email address.
- Contact the course administrative coordinator and the faculty coordinator using the email addresses listed on the front of the syllabus.
- Our policy is to answer email within two business days. If you do not receive a reply within two business days, resend your email because it may have been lost.

UNIVERSITY POLICIES GOVERNING ALL UNIVERSITY COURSES

Flu-like Illness Classroom Absence Policy for Fall 2009

Public health authorities have recommended that people with flu-like illnesses stay home and not return to public spaces until 24 hours after they have no fever. In order to prevent the spread of disease, please do not come to class, meet with other groups of students, attend office hours or help lab hours, or contact offices in person while you are ill. If you are ill, please complete an flu-like illness absence form (http://www.registrar.uiowa.edu/forms/H1N1_absence_form.pdf) and turn it in to your instructor when you are well enough to do so. Your grade will not be penalized for absences if you are following the recommendations of health authorities.

College Governing this Course

Course policies are controlled by the College that offers the course. Accordingly, Tippie College of Business course policies govern this course. This includes policies related to deadlines for dropping and adding courses as well as sanctions for academic dishonesty. Information about Tippie College of Business policies can be found at:

<http://tippie.uiowa.edu/undergraduate/advising/policies.cfm>

Academic Accommodations

If you have a disability that may require some modification of seating, testing, or any other class requirement, please inform both your section instructor and the course administrative coordinator, Matt Glendening, as soon as possible so that appropriate arrangements can be made. Similarly if you have any emergency medical information about which we should know, or if you need special arrangements in the event the building must be evacuated, please let us know. You can contact us after class hours, during scheduled office hours, or by scheduling an appointment. We remind you that the Office of Student Disability Services is available to assist you.

Sexual Harrassment Policy

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.

Grievance Policy

Student concerns regarding this course should first be discussed with your section's instructor. If your instructor cannot resolve your concerns, contact the 6A:002 faculty coordinator, Professor Joyce Berg. If we can't resolve your concerns, you may contact the DEO of the Accounting Department, Professor Douglas DeJong (phone 319-335-0910 or email douglas-dejong@uiowa.edu). If you cannot resolve your concerns by speaking with the DEO, you may contact the Associate Dean of the Undergraduate Program, Professor Lon Moeller (phone 319-335-0924 or email lon-moeller@uiowa.edu).

HONOR CODE

The course is conducted according to the standards of the University of Iowa and the Tippie College of Business and its Honor Code. Students are expected to adhere to those standards. Quizzes and exams in this class are intended to measure your own individual performance. By handing in a quiz or exam, you are declaring that you used only authorized materials and received help from only the proctors.

It is our hope that all students in this class adhere to our Tippie Honor Code. However, if a student does cheat in this class, we will pursue disciplinary action. If we determine that any quiz or exam was not prepared solely by the student whose name and/or identification number appears on the quiz/exam, the student will receive a zero (0) for the quiz/exam and may receive an "F" for the class.

All incidents of cheating will be reported to the appropriate Deans (e.g., the Associate Dean for the Undergraduate Program in the 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, you may appeal our decisions on these matters to the Tippie College Judicial Board, then to the Associate Dean for the Undergraduate Program. The Honor Code for the Tippie College of Business determines the appropriate appeal process. The Tippie College Honor Code is found at <http://tippie.uiowa.edu/undergraduate/honorcode.cfm>.

Do not cheat. It simply isn't worth it.

GRADING

Grades in 6A2 are based on your individual performance and do not depend on any other students' performance. In other words, there is no curve. You, alone, are responsible for your final grade.

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				

In rare cases, Professor Berg may reduce the minimums listed above to accommodate unusual course circumstances.

The total points you have earned at the end of the semester determine your course percentage. You earn points as follows:

<u>Item</u>	<u>Points</u>
Midterm 1	100 points
Midterm 2	100 points
Final Exam	100 points
Quizzes (highest 10 of 12)	100 points
Homework (12 assignments, 2 points each)	24 points
Class Attendance	<u>26 points</u>
Total	450 points

This means the point cutoffs for grades are:

405	A-	418.5	A	441	A+
360	B-	373.5	B	396	B+
315	C-	328.5	C	351	C+
270	D-	283.5	D	306	D+
Below 270	F				

You will not be penalized for being in a section whose instructor gives hard quizzes, nor will you be rewarded for being in a section where the quizzes are easy. The average total quiz score for each instructor will be adjusted to 80% before computing total course points.

Replacing Exam Grades:

Our goal is that you master course material and do so in a timely fashion. However, we realize that students sometimes get off to a slow start or miss their personal deadlines for mastering the course material. So that you have an incentive to learn throughout the course, your lowest midterm grade will be replaced by the average of your other two exam scores if that average is higher.

Attendance:

Missing class means that you are missing an opportunity to learn. Because our job is to help you learn, we expect you to attend every class. Attendance means that you are present at the beginning of class, straight through to the end of class, and that you are engaged in learning. Leaving early, texting during

class, or sleeping during class, all mean that you were not engaged in learning and will be considered absences.

We realize that there may be circumstances that prevent you from attending class even. If you cannot attend a class, complete the appropriate absence documentation form and submit it to your instructor when you return to class.

If you miss more than three course hours, or if you do not submit an absence form, your attendance points will be reduced by two points for each class hour missed (in other words, 2 points each absence in MWF classes, 3 for TTh classes, 6 for evening classes).

COURSE SCHEDULE

The course schedule is on the next three pages of this document. The schedule includes topics, reading material, required homework problems, dates for exams/quizzes/review sessions, and notes on the material that you must know before the class in question. 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 your text to class along with any handout and other notes for the week.

Week	Topic	Prepare for class	Homework	Other Information
Week 1 Aug. 24-28	Building Blocks of Managerial Accounting: Cost-Benefit Analysis, Tracing and Inventorying Cost	Chapter 1 In-class: 20, 21, 22 Chapter 2 (pages 45-68) In-class: 3, 22, 24, 36, 16	Chapter 1: 16, 18, 26, 27, 28, 29, 30, 31 Chapter 2: 1, 6, 10, 20, 26, 40, 41, 42	“Prepare for class” means that you should do the following before the first class of the week: <ul style="list-style-type: none"> • Read the chapter • Stop and think about the Stop & Think questions • Work through the Summary Problems • Answer the Quick Check problems
Week 2 Aug. 31-Sept. 4	How Much Does That Product Cost? Measuring Cost When Jobs are Distinct	Chapter 2 (pages 68-73) In-class: 17, 33, 39 Chapter 3 In-class: 1,43, 18, 13, 25, 34, 31	Chapter 2: 32, 34, 43, 44, 45 Chapter 3: 2, 10, 11, 12, 16, 17, 26, 36, 37, 39, 40, 41, 42 (see ICON for modifications)	Quiz 1
Week 3 Sept. 8-11	How Much Does That Product Cost? Measuring Cost When Products are Homogeneous	Chapter 4 In-class: 2, 6, 11, 31, 12	Chapter 4: 4, 13, 14, 15, 16, 17, 27, 28, 41, 43, 45, 46	Quiz 2 Deadline: Thurs. Sept. 10 Makeup Exam Requests for Midterm 1 scheduling conflicts. Deposit in 6A2 MT1 ICON Dropbox by midnight.
Week 4 Sept. 14-18	Why Are Costs Sometimes Mis-measured? Refining the Cost System with ABC	Chapter 5 (Omit Appendix) In-class: 2, 3, 4, 8, 9, 11, 12, 14, 30, 18, 19	Chapter 5: 1, 6, 7, 19, 21, 25, 30, 41, 42, 43, 45	Quiz 3
Week 5 Sept. 21-25	Review for Midterm 1 Midterm 1: Thursday, September 24, 5:30 PM – 7:30 PM Room locations for the midterm will be announced in class and posted on ICON. Optional Additional Review Sessions: Announced at our ICON site			Quiz 4

<p>Week 6 Sept. 28- Oct. 2</p>	<p>What Will Costs Be in the Future? Cost Behavior and Cost Estimation</p>	<p>Chapter 6 In-class: 1, 2, 7, 22, 23, 24, 33, 31, 32</p>	<p>Chapter 6: 6, 18, 21, 25, 26, 28, 30, 38, 39, 40, 41, 42</p>	<p>Midterm 1 returned in class No quiz</p>
<p>Week 7 Oct. 5-9</p>	<p>How Much Is At Risk in Our Bottom Line? Cost-Volume-Profit Analysis</p>	<p>Chapter 7 and Supplement on ICON In-class: 1, 2, 3, 4, 5, 7, 8, 26, 9, 10, 29, 11, 12, 46 36, 40, 48, 47</p>	<p>Chapter 7: 25, 30, 35, 41, 42, 43, 44, 45 Supplement problems on ICON</p>	<p>Quiz 5</p>
<p>Week 8 Oct. 12-16</p>	<p>What Should We Do? Making Short-Run Decisions About Pricing, Product Mix, Selling Point, and Outsourcing</p>	<p>Chapter 8 In-class: 15, 17, 3, 4, 19, 21, 10, 40, 33, 14</p>	<p>Chapter 8: 1, 16, 20, 23, 25, 27, 34, 35, 36, 37, 38, 39</p>	<p>Quiz 6 Deadline: Thurs. October 15 Makeup Exam Requests for Midterm 2 scheduling conflicts. Deposit in 6A2 MT2 ICON Dropbox by midnight.</p>
<p>Week 9 Oct. 19-23</p>	<p>What Should We Do? Making Long-Run Decisions About Capital Investments</p>	<p>Chapter 9 (including appendices) and Supplement on ICON In-class: 2, 3, 6, 4, 5, 20, 21, 7, 13, 33, 29, 12, 14</p>	<p>Chapter 9: 23, 27, 31, 32, 41, 42, 43, 44, 45 Supplement problems on ICON</p>	<p>Quiz 7</p>
<p>Week 10 Oct. 26-30</p>	<p>Review for Midterm 2 Midterm 2: Thursday, October 29, 5:30 PM – 7:30 PM Room locations for the midterm will be announced in class and posted on icon Optional Additional Review Sessions: Announced at our ICON site</p>			<p>Quiz 8</p>

Week 11 Nov. 2-6	Where Are We Going and What Do We Need To Get There? Using Budgets to Plan: The Master Budget and Related Budgets	Chapter 10 In-class: 3, 4, 5, 6, 26, 21, 33, 42	Chapter 10: 15, 25, 35, 36, 37, 38, 39, 40	Midterm 2 returned in class No quiz
Week 12 Nov. 9-13	Are Things Going According To Plan? Using Budgets as Benchmarks: Flexible Budgets and Standard Costs	Chapter 11 In-class: 3, 4, 5, 40, 41, 8, 9, 10, 13, 31, 33	Chapter 11: 20, 25, 27, 47, 48, 49, 50, 51	Quiz 9
Week 13 Nov. 16-20	How Well Did We Do? Performance Evaluation and the Balanced Scorecard	Chapter 12 In-class: 14, 4, 15, 20, 21, 22, 9, 12, 13, 27	Chapter 12: 3, 6, 10, 23, 24, 28, 29, 30	Quiz 10 Deadline: November 20 Last day to request a changed in final exam schedule. Do this through Office of the Registrar.
THANKSGIVING BREAK, NOVEMBER 23-27				
Week 14 Nov. 30 – Dec. 4	How Could/Should We Be Doing? Financial Statement Analysis - Comparing Our Company to Other Companies or Prior Periods	Chapter 13 In-class: 14, 4, 7, 6, 8, 9 F/S on ICON	Chapter 13: 11, 13, 15, 16, 21, 28, 29, 30, 31, 32, 33, 35	Quiz 11
Week 15 Dec. 7-11	Course Synthesis Review for Final Exam			Quiz 12
Finals Week Dec. 14-18	Final Exam: Monday, December 14, 7:00 PM - 9:00 PM. Locations will be announced in class and posted on ICON. The final exam is cumulative. Additional review sessions times and locations will be announced in class and posted on ICON			