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**MOS 3371B Management Accounting for Decision  
Making**

**Course Outline:** Section 650 Summer 2015

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DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

**Calendar Description**

Management accounting to support the decision-making process in both profit and non-profit organizations. Topics covered include relevant costs for short-term decisions, long-term investment decisions and management control systems.

**Antirequisite(s):** [Business Administration 3307K](#), [4407Q/R/S/T](#), [MOS 3372](#)

**Prerequisite(s):** [Business Administration 2257](#) and enrollment in third or fourth year of BMOS, Honors

Specialization in Urban Development or Music Administrative Studies (MAS).

**Corequisite(s):**

**Pre-or Corequisite(s):**

**Extra Information:** 3 lecture hours, .5 course.

Senate Regulations state, "unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites."

**Textbook and Casebook:**

- 1) Garrison/ Chesley/Carrol/Webb, Managerial Accounting, 9<sup>th</sup> Canadian edition, McGraw Hill Ryerson, 2012  
ISBN-10: 007040189-6
- 2) Management Accounting MOS 3371B Custom Publication for Western  
Available at bookstore.

**Course Objectives, Learning Outcomes and Format**

**Course Objectives:**

The course objective is to teach students to become competent users of accounting data and to fully integrate their understanding of basic transactions, profits, cost behavior, relevant costs and control systems into their analysis of business problems. Regardless of career objectives, all students will have to deal with some form of accounting

information in their day-to-day activities. The task of this course is to ensure a thorough understanding of the nature and behaviour of costs so that this type of information can be positively incorporated into the decision making framework.

**Learning Outcomes:**

Distinguish between relevant and irrelevant costs in decision making. Analyze various short-term decision situations. Add/drop a product or service; make or buy decisions; special orders and utilizations of a constrained resource.

Evaluate the acceptability of an investment project (Long-Term) using various analytic methods on an after- tax basis – Net Present Value (NPV), Internal Rate of Return (IRR), and Discounted Payback. Perform sensitivity analysis for capital budgeting projects.

Evaluate Management Control Systems (MCS) for Profit organizations and Non-Profit organizations. Assess the efficiency and effectiveness of the MCS in place. Determine appropriate type of responsibility centre. Assess performance evaluation in place for motivating managers to achieve overall company goals and objectives. Evaluate strategic planning and budgeting programs.

**Evaluation:**

Date	Percentage of Course Grade
Mid-Term Exam: Saturday July 4 (9:00 to 12:00) <b>SSC Room 2032</b>	40%
Hand ins*	20%
Final TBA Case Exam: Management Control Systems	40%

\*You can work alone or in groups of up to 3 people. First Hand in is due on **Friday, June 26** by Midnight. Second Hand in is due **Thursday July 16** by Midnight

**Closed book examinations: Dictionaries are NOT allowed into the examinations.**

**Only non-programmable calculators will be allowed into the exams.** If you are unsure, please ask your professor to check your calculator.

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text and Custom Publication. Exams will not be returned to students.

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. Extra assignments to improve grades will **NOT** be allowed.

Exams will be scored using the program Scan Exam which examines the answer sheets for unusual

coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating.

Grades will **not** be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: *You* are responsible for your grades in this course.

Tentative Assignment Schedule .....Changes may be made

June 15	1	<p><b>Relevant costs/short term decisions</b>  Read: Garrison Chapter 12 + Appendix 12A  <i>Problems : E12-13, E12-14, P12-19, P12A5</i></p>
		<p>Read Linear Programming, Page 1 Casebook  <i>Problems: Link Company, Page 5 Casebook</i></p>
June 22	2	<p><b>Capital Budgeting</b>  Read: Garrison Chapter 13 + Appendix 13A  Read: Capital Budgeting and Sensitivity Analysis ( Page 7 Casebook)</p> <p><i>Problems Without Tax: P13-16, P13-29</i>  Do Sensitivity Analysis for the above problems</p> <p>Read: Garrison Chapter 13 Appendix B  Do Problem 13B-4.  Do Sensitivity on an after tax basis.</p> <p><b>Due June 26 by Midnight, Capital Budgeting Hand in Problem</b></p>
<b>NOTE:</b>	<b>Hand in</b>	
June 29	3	<p><i>Read: Case Analysis for Relevant Cost and Capital Budgeting, see Course Material</i></p> <p><i>Case: Canada Company (Page 11 Casebook)</i></p> <p><i>Case: Kitchen Supply Company (Page 14 Casebook)</i></p>
<b>EXAM</b>		<p><b>Exam #1 – Saturday, July 4, 9:00-12:00</b>  <b>Exam will include all Relevant Cost and Capital Budgeting Room SSC 2032</b></p>
July 6	4	<p><b>Management Control Systems – Introduction</b>  Read: Outline for MCS Case Writing (Page 18 Casebook)  Read: Lecture: Management Control Systems (Course Material)</p> <p><b>Responsibility Centres</b>  Read: Garrison Page 484  Read: Anthony Chapter 22 (Page 62 Casebook) and  Lecture: Responsibility Centres (Course Material)  Problems: Responsibility Centre Problems (Page 20 Casebook)</p>

		<i>Case: Shuman Automobiles, (Page 21 Casebook)</i>
		<p><b>Transfer Pricing</b>  Read: Garrison Chapter 11, Pages 485-491 and Lecture: Transfer Pricing (Course Material)  <i>Problems P 11-23. P11-30,C11-38</i></p> <p><i>Case: Zumwald AG (Page27 Casebook)</i></p>
July 13	5	<p><b>Budgeting</b>  Read: Anthony Chapter 24(Page 92 Casebook) and Lecture: Budgeting (Course Material)  <i>Case: Vershire Company (Page 35 Casebook)</i></p>
		<p><b>Evaluation</b>  Read: Anthony Chapter 23(Page 78 Casebook) and Lecture: Evaluation, Measurement, Incentives (Course Material)  <i>Case: Industrial Electronics (Page 33 Casebook)</i></p>
		<p><b>Investment Centre Evaluation</b>  Read: Garrison pages 492-500 and Lecture: Note on Investment Centres (Course Material)  <i>Problems: Investment Centre Problems (Page 31 Casebook)</i></p>
<b>NOTE:</b>	<b>HAND IN</b>	<b><i>Due Thursday July 16 by Midnight, MCS Case</i></b>
July 20	6	<p><b>Issues in Non-Profit Organizations</b>  Read: Management Control in Non-Profit Organizations (Page 41 Casebook) and Lecture: Management Control in Non-Profits (Course Material)  <i>Case: Carleton Fire Department (Page 53 Casebook)</i></p> <p><b>Balanced Scorecard</b>  Read: Garrison Chapter 11 Pages 500-507 and Lecture: The Balanced Scorecard (Course Material)  <i>Problems: P11-34 and E11-35</i></p> <p><b><i>Sampson Electronics (Page 58 Casebook )</i></b></p>
July 24		<b>Classes End</b>

## University Policy Regarding Illness

### Illness

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, **in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.**

**Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested.** These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy [<http://www.uwo.ca/univsec/handbook/general/privacy.pdf>].

**Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s).** Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

**Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)** A form to be completed by off-campus physicians is available at: <http://counselling.ssc.uwo.ca/forms/medicalNote.pdf>

Whenever possible, students who require academic accommodation should provide notification and documentation **in advance of due dates, examinations**, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

### **Make Up Examinations**

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counselling office).

## **University Policy on Cheating and Academic Misconduct**

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, (519) 661-3573.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

## **Procedures For Appealing Academic Evaluations**

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the BMOS program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

## **Support Services**

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca> Student Support Services (*including the services provided by the USC listed here*) can be reached at: <http://westernusc.ca/services/> Student Development Services can be reached at: <http://www.sdc.uwo.ca/>

Students who are in emotional/mental distress should refer to Mental Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help."

## **Other Issues**

### **Grade Policy**

The DAN Program has a grade policy which states that for courses in the 3000-4000 range, the class average must fall between 70% and 75% for all sections of a course

taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Assistant Director or Director. Class averages are not grounds for appeal.

### **Academic Concerns.**

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

### **Important Dates: (2015)**

June 15      Classes begin  
June 19      Last day to add

June 26      Last day to drop  
July 24      Classes end

### **Other Information**

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

**For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: <http://www.uwo.ca/univsec/handbook/>**

