

College of Business & Global Affairs

Accounting 711

Course number and title: ACCT 711, Accounting for Managerial Decisions

Term, Level, and Credit: Graduate; 4 credit hours

Course description:

Study of accounting as it applies to the managerial function. Includes both managerial input into the accounting system and managerial use of accounting information.

Course prerequisites:

Admission to The University of Tennessee at Martin's Graduate School. Students are expected to have successfully completed the equivalent of Accounting 201 or Accounting 300.

Course text and required materials:

Text: Introduction to Management Accounting, 16th Edition, by Horngren, Sundem, Schatzberg, and Burgstahler, ISBN-13: 978-0-13-305922-9, with MyAccountingLab.

Please access Blackboard daily for any course announcements.

Required Software:

- Microsoft Office Suite
- Flash Player (Free download if not already installed)
- Adobe Acrobat Reader (Free download if not already installed)
- Exams require a web-based proctoring service such as ProctorU. Student is responsible for fees.
- Zoom (Free download via <https://tennessee.zoom.us>) Requires NetID's and passwords.

Students may find their NetID's here:

<https://oit.utk.edu/accounts/net-id/Pages/Find-Your-NetID-%28Faculty-and-Staff%29.aspx>

Working through the course material will require a substantial time commitment on your part, about 20 hours per week if taking the online class, or about 12 hours per week if taking the hybrid class, which has a longer semester. This includes the time that you spend on the pre-recorded lectures, reading and studying the text, contacting me by phone, email or via Zoom as necessary, and completing the homework and case assignments. This is comparable to the total hours you would spend in class and out of class for a full 16-week semester, in-person MBA class for four graduate credit hours. Those of you with a weaker foundation in accounting will need to spend more time.

Other than the required class meetings for the hybrid version of the course, communication may be asynchronous (not in real-time), if you choose. This provides the flexibility to interact with the course, instructor, and classmates at a time that is most convenient for you. However, do not let this flexibility hinder your progress. There are due dates throughout the course to help you stay on track, **but you must be self-motivated to learn within this medium successfully.**

The course is administered through Blackboard, and much of the content and discussion will be there. Homework points will be earned on the MyAccountingLab website. Instructions for registering with that website are provided on the Blackboard course website.

Technical Support:

If you have problems with Blackboard or encounter other technical problems, contact the Help Desk at 731-881-7900 or helpdesk@utm.edu.

Student Learning Outcomes

MBA Learning Goals related to the Course:

The course addresses the following learning goals of the MBA Program:

- **MBA 1** the ability to develop and demonstrate a comprehensive integrated view of an organization,
- **MBA 2** the development of effective communication skills,
- **MBA 3** the utilization of creative approaches, critical thinking skills, and analytical tools necessary for problem solving and decision making, and
- **MBA 4** the development of the ability to understand and adapt to the impact of environmental uncertainty on organizations.

Specific course requirements and policies include the following:

1. There is a homework assignment for each chapter, to be completed in MyAccountingLab. You will have three opportunities to complete each question (three tries). Each student's highest attempt scores will be averaged for each chapter to be used in the Blackboard gradebook. Be sure to review the ungraded Discussion forums on Blackboard and/or post questions there yourself for help with completing the assignments.
2. Team approach - In practice, executives often work as teams on assignments and projects. In this class, you will practice working in teams via two discussion case studies and a presentation case study. I will assign class members to teams shortly after the course begins. More details will be communicated later via the course Announcements page on Blackboard.
3. All exam work is expected to be completed independently. Studying for exams can include consulting with classmates or others, but you must complete the testing yourself. If a student is detected completing the testing with the assistance of another human being or other resources, a grade of F for the course may result and the incident may be reported to the Office of Student Affairs for appropriate action.
4. The master schedule makes up the final page of the syllabus. MyAccountingLab also has a calendar feature, and there are due dates established for most items on Blackboard. However, in the event there are any differences in due dates among these sources, the master schedule due date rules. Please notify me as soon as possible of any differences in due dates you may notice. Also, concerning class meeting dates for the hybrid version of the course, and beginning and ending course dates for both versions of the course, the schedule posted to the MBA program website on UTM's website is the authoritative source. If there are any differences between the information on Blackboard and the posted class meeting schedule for the semester, the MBA program website information rules, and again, please notify me as soon as possible of any difference you may notice.

Other University Policies

Academic Integrity

The University of Tennessee at Martin has chosen as its primary objective quality undergraduate education. Commitment to this objective must include an obligation by all members of the University community to promote and protect the highest standards of integrity in study, research, instruction and evaluation. Dishonesty or unethical behavior does not belong at an institution dedicated to the promotion of knowledge and learning. Integrity of the academic process requires fair and impartial evaluation by faculty and honest academic conduct by students. Specific integrity attributes can be found here:

http://www.utm.edu/departments/conduct/new_academic_integrity.php

Disability Services

The University of Tennessee provides reasonable accommodations (academic adjustments and auxiliary aids) to ensure equal access to educational content and university programs for students with disabilities. Students who are eligible for and who request accommodations through the Disability Services office must provide instructors with a letter of accommodation. The Disability Services office is located in the Student Success Center, 203 Clement Hall, 731.881.7605.

Course Coverage, Textbook chapters:

I. FOCUS ON DECISION MAKING

1. Managerial Accounting, the Business Organization, and Professional Ethics
2. Introduction to Cost Behavior and Cost-Volume Relationships
3. Measurement of Cost Behavior
4. Cost Management Systems and Activity-Based Costing
5. Relevant Information for Decision Making with a Focus on Pricing Decisions
6. Relevant Information for Decision Making with a Focus on Operational Decisions

II. ACCOUNTING FOR PLANNING AND CONTROL

7. Introduction to Budgets and Preparing the Master Budget
8. Flexible Budgets and Variance Analysis
9. Management Control Systems and Responsibility Accounting
10. Management Control in Decentralized Organizations

III. CAPITAL BUDGETING

11. Capital Budgeting

IV. PRODUCT COSTING

12. Cost Allocation except L.O. 6 & 7

13. Accounting for Overhead Costs except L.O. 8 & 9

14. Job-Costing and Process-Costing Systems except L.O. 8, 9 & 10

V. BASIC FINANCIAL ACCOUNTING

15. Basic Accounting: Concepts, Techniques, and Conventions

16. Understanding Corporate Annual Reports: Basic Financial Statements

17. Understanding and Analyzing Consolidated Financial Statements

Standards of conduct and integrity:

This course will be conducted according to the standards specified in the “The University of Tennessee at Martin Standards of Conduct”, which can be reviewed at <http://www.utm.edu/departments/conduct/conduct.php>.

The faculty of the University of Tennessee Martin College of Business and Global Affairs has adopted the following statement of values:

We strive to be—

ETHICAL

... in communications with others and our actions.

We know that ethical behavior contributes to and strengthens the learning environment. We support teamwork but do not tolerate collusion.

TRUSTWORTHY

... and to fulfill responsibilities with integrity, timeliness, and honor. We regard trustworthiness as a jewel that should be visible to all, that can be lost with one poor decision, and that should never be compromised.

HONEST

... and genuine in all transactions. We tell the truth with sincerity and respect in order to maintain an honorable reputation.

IDEALISTIC

... and to set high, moral, and achievable goals and to establish a value system that assists us in achieving goals. We endeavor to integrate professionalism into all aspects of the educational experience.

COMPASSIONATE

... and to take a stand of compassionate concern for others and to acknowledge the value within each human being. We encourage a rich learning environment demonstrating our belief that all people have the right to be treated with dignity and respect.

SERVICE-MINDED

... to cultivate a sense of community and a spirit of teamwork by supporting peers, colleagues, and the UTM community. We acknowledge the investment made in UTM by many individuals, our state, and our nation by sharing the resources of our knowledge and time with the community.