

**BUSADMIN A650
Accounting for Decision Makers
Winter 2024 Course Outline**

**Accounting & Financial Management Services Area
DeGroot School of Business
McMaster University**

COURSE OBJECTIVE

Many different types of economic decisions require accounting data. An objective of this course is to develop student's ability to evaluate and use accounting information as they understand the decisions, and there is an emphasis on the use of accounting information for planning, control, and performance evaluation.

INSTRUCTOR AND CONTACT INFORMATION

**Section 1: Mon 8:30am – 10:30am, Thu 3:30pm – 5:30pm
Section 2: Mon 3:30pm – 5:30pm, Thu 8:30am – 10:30am**

Instructor
A.S. Merali
merali@mcmaster.ca

Teaching Assistant
Will be posted on Avenue

Important Links
Course Website: <http://avenue.mcmaster.ca>

Microsoft Teams
Download MS Teams. Login with your McMaster email address and password. You will be added to the relevant team by the instructor.

Top Hat

<https://app.tophat.com/login>

Create an account on Top Hat using your McMaster email address and enter your 9-digit student number in place of Student ID. Your first and last name on Top Hat should match exactly as shown in Avenue. You will be added to the relevant class by the instructor. There is no cost to use this platform.

The join code for this class is 267554.

It is a serious breach of academic integrity to enter attendance on Top Hat unless you are physically present throughout the class.

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: Yes	Global view: Yes
Avenue: Yes	Ethics: Yes	Numeracy: Yes	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: Yes	Guest speaker(s): Yes

COURSE DESCRIPTION

Many different types of economic decisions require accounting data. This course is concerned with the analysis of and accounting for costs, inventory valuation, managerial planning, and control. Cost accounting, while providing some data for financial statements prepared for external users, has as its primary purpose the development and presentation of information useful to management in decision making, planning and control. This course, therefore, highlights the use of special-purpose accounting reports for planning, control, and performance evaluation.

COURSE LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Define the different types of costs including direct costs, indirect costs, variable costs, fixed costs, product costs, period costs, opportunity costs, and sunk cost.
- Determine the full cost/direct cost of a given cost object such as a product, a service, and a department.
- Use relevant cost information in making various product decisions including pricing, outsourcing, production planning, and capital investments.
- Understand the significance of management control system in managing organizations and evaluating performance.
- Apply the principal of responsibility accounting in planning and control.
- Conduct detailed variance analysis in evaluating the performance of a business unit in an organization.

PROGRAM LEARNING OUTCOMES

<p>Learning Goal 1: Students will be critical thinkers & evidenced-based decision makers Learning Objective: Students will demonstrate ability to approach problems in a critical and thoughtful way, extracting appropriate conclusions and making appropriate decisions.</p>
<p>Learning Goal 2: Students will uphold ethical standards in managerial decisions Learning Objective: Students will be able to identify ethical dilemmas and apply them to ethical decision making in managerial decisions.</p>
<p>Learning Goal 3: Students will work collaboratively in team projects Learning Objective: Students will be able to work effectively with team members to satisfactorily accomplish team projects</p>
<p>Learning Goal 4: Students will engage in interdisciplinary thinking Learning Objective: Students will be able to reconcile and integrate the perspectives of different stakeholders when making business decisions.</p>
<p>Learning Goal 5: Students will seek to create shared value for various stakeholders Learning Objective: Students will be able to balance social, ethical, and environmental concerns with organizational objectives to create shared value for all stakeholders.</p>

REQUIRED COURSE MATERIALS AND READINGS

Avenue registration for course content, readings, and case materials

➤ <http://avenue.mcmaster.ca>

\$ FREE

[Datar, S.M., M.V. Rajan, and L. Beaubien. Horngren's Cost Accounting: A Managerial Emphasis, Ninth Canadian Edition. Pearson Canada Inc.](#)

Option 1: Loose Leaf Version with MyAccountingLab and e-book access code. \$95.00

Option 2: MyAccountingLab and e-book access code only. (scroll down on site) \$74.95

EVALUATION

Learning in this course results primarily from in-class discussion and participation as well as out-of-class analysis. The balance of the learning results from the lectures, from related readings, and from researching your cases, assignments, quizzes, practice problems, and homework problems. All work will be evaluated on an individual basis except in certain cases where group work is explicitly specified. In these cases, group members will share the same grade. Your final grade will be calculated as follows:

Components and Weights

I = individual; G = group

Participation	Attendance is mandatory (I) (Bonus added to Final Exam mark out of 100)	3.0%
Case	Chapter 11 Non-Routine Decision Making (G)	10.0%
Assignment	Business Analytics using MSFT Power BI (G)	10.0%
Midterm Exam	Chapters 1, 2, 10, 9, 3, and 11 (I)	30.0%
Online Quizzes	2 best out of 3 quizzes (I)	15.0%
Final Exam	Comprehensive if midterm class average < 70% else only chapters covered after midterm	35.0%
Total		100%

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf

Grade Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

LETTER GRADE	PERCENT	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

Quizzes

Two best quizzes will be chosen out of the three online quizzes and will be worth **15.0%** of your final grade. The quizzes will be marked individually.

The online quizzes will be available between the window shown on the course schedule at the end of this outline. You will have limited time within this window to complete the multiple-choice questions. Once the quiz has been started, it must be completed within the limited time. To find out the coverage of the online quiz, the number of questions on the quiz, and the limited time allowed per quiz, refer to the course schedule below. Remember to save the choices for each question as you proceed with the quiz and remember to "Submit" the quiz when it is over, you are done, or when the time is up, whichever comes first. You can go and change your answers on the quiz on the previously completed questions if you prefer to do so, within the limited time, before you submit. The time cannot be paused i.e. once you start the quiz, it must be completed within the limited time allowed.

You can access the quiz by going to "Assessments" and then clicking on "Quizzes"

The quiz should be done individually, and you should not collaborate with colleagues on the questions or solutions.

If you are approved by the Student Experience office to miss a quiz:

If you attempt all 3 quizzes, then two best quizzes will make up 15%.

If you attempt two quizzes, both quizzes will make up 15%.

If you attempt only 1 quiz, then the quiz you attempted will count for 7.5% and the balance 7.5% will go to the final exam.

If you do not attempt any quizzes, the entire 15% will go to the final exam.

Case

The case is worth **10.0%** of your final grade and will be marked in groups of 4 members across any section of the course. If you would like to be in a group but cannot find group members, you will be able to follow instructions posted on Avenue to get help in being placed in a group. If you have already made your own group, you will be able to follow instructions on Avenue to work in your groups that you have formed yourselves. The case will be due on Avenue and instructions will be posted on how to submit it.

Midterm Exam – Multiple Choice and Written Problems

The midterm is worth **30%** of your final grade and will be marked individually. The midterm will cover material from the textbook, readings, lectures, online material, tutorials, online quizzes, and class discussion. The format of the midterm will be multiple-choice questions and written problems. The chapters covered on the midterm and time that will be given are on the course schedule on the last page of this outline.

If a student files a successful petition for missed work for missing the midterm, the final exam weight will include the weight of the midterm. In case the instructor chooses not to make the final exam comprehensive, students who missed the midterm and filed a successful petition for missed work will write a final exam that is comprehensive and different from the final exam for students who wrote the midterm. The comprehensive final exam will include the chapters on which these successful petition students were not tested.

Final Exam – Multiple Choice and Written Problems

The final is worth **35%** of your final grade and will be marked individually. The final will be cumulative unless the instructor explicitly communicated otherwise. The final will cover material from the textbook, readings, lectures, online material, tutorials, online quizzes, and class discussion. The format of the final will be multiple-choice questions and written problems.

In case the instructor chooses not to make the final exam comprehensive, students who missed the midterm and filed a successful petition for missed work will write a final exam that is comprehensive and different from the final exam for students who wrote the midterm. The comprehensive final exam will include the midterm chapters on which these successful petition students were not tested.

The final will have the same number of questions for all students and the same time will be given to all students. 40% of the content on the cumulative final assessment will be from the midterm assessment content and the remaining 60% on content covered after the midterm assessment.

Classes

Attendance and participation in the class is mandatory. Attendance and participation will be tracked for each class. The class will not be streamed or recorded.

The participation mark is worth **3% bonus** added to your final exam mark and will be awarded individually. Attendance will be taken each class. If you miss more than 4 classes in total, you will not be eligible for any attendance. It is a serious breach of academic integrity to enter attendance on Top Hat if you are not physically present during class time. Two classes may be missed during the term without any penalty toward this bonus.

Power BI assignment

The Power BI Assignment is worth **10.0%** of your final grade and will be marked in groups of 4 members across any section of the course.

COMMUNICATION AND FEEDBACK

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degroote.mcmaster.ca/contact/anonymous/>

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ON-LINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

MISSED ACADEMIC WORK

Missed Mid-Term Examinations / Tests / Class Participation

Please do not use the online McMaster Student Absence Form (MSAF) as this is for Undergraduate students only. The MBA program will not accept an MSAF.

When students miss regularly scheduled term work which contributes 10% or more to the final grade, for legitimate reasons as determined by the Student Experience – Academic Office (SEAO), the activity necessary to compensate for the missed work will be determined by the course instructor. The compensatory activities assigned will vary with the nature of the course and the missed requirement. They include, but are not restricted to, an alternative assignment, a rescheduled midterm exam, or re-weighting the marks for the missed component to other mark components. Documentation explaining such missed work must be provided to the SEAO within five (5) working days of the scheduled date for completion of the work.

Acceptable reasons for missed work, along with the [Petition for Missed Term Work](#) and the [MBA Student McMaster University Student Health Certificate](#), can be found on the DeGroot MBA Student website (mbastudent.degroot.mcmaster.ca). Please direct any questions about acceptable documentation to the MBA Academic Advisors (askmba@mcmaster.ca).

University policy states that a student may submit a maximum of three (3) [Petition for Missed Term Work](#) per academic year, after which the student must meet with the Director of the program.

If term work is missed without an approved reason, students will receive a grade of zero (0) for that component.

Missed Final Examinations

Students must be available for the duration of the posted exam period regardless of their personal exam schedule. This is to ensure student availability throughout the entire exam period in the event that an exam must be rescheduled due to unforeseen circumstances (university closure, power outage, storm policy, etc.). A student who misses a final examination without valid reason will receive a mark of 0 on the examination.

Students who have missed a final exam for a valid reason can apply to the SEAO to write a deferred examination by submitting an [Application for Deferring a Final Exam](#) with supporting documentation. The application must be made within five days of the scheduled exam date or the application may be denied.

The [Application for Deferring a Final Exam](#) and the [MBA Student McMaster University Student Health Certificate](#) can be found on the DeGroot MBA Current Student website (mbastudent.degroot.mcmaster.ca)

Deferred examination privileges, if granted, are normally satisfied during the examination period at the end of the following semester. In select cases, the deferred examination may be written at a time facilitated by the SEAO and agreed to by the course instructor.

Requests for a second deferral or rescheduling of a deferred examination will not be considered.

Failure to write an approved deferred examination at the pre-scheduled time will result in a zero (0) mark for that examination, except in the case of exceptional circumstances where documentation has been provided and approved. Upon approval, no credit will be given for the course, and the notation N.C. (no credit) will be placed on the student's transcript.

ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

Students who are leveraging accommodation for tests and exams are supported by the SEAO. These exams are written at the Ron Joyce Centre and do not take place in the Tim Nolan Testing Centre. Correspondence for accommodations is managed via the DSBSAS@mcmaster.ca email address. Students must communicate their intent to leverage accommodations on a test or exam a minimum of 10 business days prior to the assessment.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to the SEAO ***normally within 10 working days*** of the beginning of term in which they anticipate a need for accommodation. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

POTENTIAL MODIFICATION TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of BUSADMIN A650 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

BUSADMIN A650
Accounting for Decision Makers

WEEK	DATE	SCHEDULE
1	Jan 15 – 18	<p>Discuss: Class Outline, Schedule, Participation, Courseware Discuss: Selecting team members</p> <p>Lecture: Chapter 1 Accountant’s Role in Decision Making Text Chapter 1, Questions 1, 14</p> <p>Lecture: Chapter 2 An Introduction to Cost Terms and Purposes Text Chapter 2, Questions 14, 18, 33, 34, 35, 38</p>
2	Jan 22 – 25	<p>Lecture: Practice Chapter 2</p> <p>Lecture: Chapter 10 Analysis of Cost Behaviour Text Chapter 10, Questions 19, 20, 25, 28 (req 3, 4, 6)</p> <p>Lecture: SAS Viya Instruction on May 17</p> <p>Due: QUIZ 1 (best 2 of 3 quizzes @ 7.5%)</p> <p>OPENS: Jan 26 at 5pm CLOSES: Jan 28 at 11:59pm Testing material from Chapters 1,2,10 40 multiple-choice questions to complete in a 5-hour time limit</p> <p>Released: Power BI assignment on Jan 25 at 5pm</p>
3	Jan 29 – Feb 1	<p>Lecture: Chapter 9 Income Effect of Denominator Level on Inventory Valuation Readings: LO3 Inventory Valuation: Variable and Absorption costing. Text Chapter 9, Questions 18, 20, 21</p> <p>Due: Power BI assignment at 11:59 pm on Feb 4 (10.0%)</p> <p>Released: Case on Avenue at 8 am on Feb 5</p>

4	Feb 5 – Feb 8	<p>Lecture: Chapter 3 Cost-Volume-Profit Analyses Text Chapter 3, Questions 1, 6, 7, 8, 9, 10, 18, 34, 36, 37, 39, 47, 48</p> <p>Due: QUIZ 2 (best 2 of 3 quizzes @ 7.5%)</p> <p>OPENS: Feb 9 at 5pm CLOSES: Feb 11 at 11:59pm Testing material from Chapters 9, 3 40 multiple-choice questions to complete in a 5-hour time limit</p>
5	Feb 12 – 15	<p>Lecture: Chapter 11 Decision Making and Relevant Information Text Chapter 11, Questions 16, 17, 19, 20, 21, 24, 25, 26, 28, 29, 33</p> <p>Self-Study: Chapter 13 Pricing Decisions: Profitability and Cost Management Text Chapter 13, Questions 15, 17, 18, 20, 26, 28 Questions from Chapter 13 will appear in Quiz 3 only.</p>
Saturday Feb 17 (time TBA)		Midterm Assessment (30%) on Chapter 1,2,10,9,3,11
6	Feb 26 – 29	<p>Lecture: Chapter 4 Job Costing Reading: LO 4 Distinguish between actual, budgeted, and normal costing. Text Chapter 4, Questions 17, 30, 31, 33, 38, 39</p> <p>Lecture: Chapter 5 Activity-Based Costing and Management Text Chapter 5, Questions 18, 21, 27, 29, 35, 38</p> <p>Due: Case on Avenue at 11:59 pm on Feb 25 (10.0%)</p>

7	Mar 4 – 7	<p>Self-Study: Chapter 15: Period Cost Application Chapter 16: Cost Allocation: Joint Products and By-products Questions from Chapter 15 and 16 will appear in Quiz 3 only</p> <p>Lecture: Chapter 18 & 19 Process Costing & Spoilage Text Chapter 18, Questions 13, 15, 16, 17, 19, 20, 21, 22, 24, 25, 26, 27, 28, 29, 31, 33 Text Chapter 19, Questions 16, 17, 18, 19, 21, 24, 25, 30, 31, 32, 33</p> <p>Due: QUIZ 3 (best 2 of 3 quizzes @ 7.5%) OPENS: Mar 8 at 5pm CLOSES: Mar 10 at 11:59pm Testing material from Chapters 4 and 5 (14 questions), 18 and 19 (16 questions), and Chapters 13, 15, and 16 (6 questions) 36 multiple-choice questions. No time limit within open and close date</p>
8	Mar 11 – 14	<p>Lecture: Chapter 6 Master Budget and Responsibility Accounting Text Chapter 6, Questions 16, 18, 19, 20, 23, 28, 38</p>
9	Mar 18 – 21	<p>Lecture: Chapter 17 Contribution Margin Variance Analyses Reading: LO3 Calculate and interpret four levels of contribution margin variance analyses Text Chapter 17, Questions 15, 25</p> <p>Lecture: Chapter 7 & 8 Flexible Budgets, Variances, and Management Control Text Chapter 7, Questions 17, 18, 19, 22, 23, 24, 32 Text Chapter 8, Questions 16, 17, 19 (req 1), 20, 21, 34, 36</p>
Date and time TBA		<p>Final assessment (35.0%) Content covered after the midterm. For those who get permission from Student Experience Office to miss the midterm, they will write a cumulative final exam covering the entire course.</p>

Tentative course outline is subject to change.