MANAGERIAL AND COST ACCOUNTING  
ACCT 311 – SECTION 6  
GEORGE MASON UNIVERSITY  
SYLLABUS – SPRING 2013

PROFESSOR: Francisco J. Román, Ph.D.  
Office: Enterprise Hall #115 (1st floor)  
Phone: (703) 993-1849  
E-mail: froman2@gmu.edu  
Course website: Blackboard system at http://mymason.gmu.edu

CLASS MEETINGS:  
Fridays: 10:30 - 1:10pm (Innovation Hall #204)

OFFICE HOURS:  
Wednesdays: 9:00am – 12:00 noon (or by appointment)

COURSE DESCRIPTION  
Managerial and Cost Accounting as a field focuses on internal reporting and serves two central functions: (1) planning and control activities within the firm, and (2) costing products and services. This course expands on the material covered in your introductory managerial accounting course. In particular, it places emphasis in the preparation and use of accounting information to aid in making decisions, for planning and control a firm's activities, and to adequately cost products and services.

LEARNING OBJECTIVES  
You will be provided with a framework for systematically examining and understanding key managerial & cost accounting themes that would help you in your professional careers. Specifically, you will learn the mechanics of various costing systems and the purpose that each costing system serves, such as the valuation of inventory, aid in decision-making, or measuring and motivating managerial performance. These include job-costing, process costing, standard versus actual costing, activity-based costing, variable costing and absorption costing. Also, you will become acquainted with cost-volume-profit analysis, cost estimation, the use of regression analysis for the estimation of cost functions, the formulation of budgets, cost variance analysis, and various techniques for capital budgeting.

COURSE INSTRUCTION  
The course is intended to be conceptual in nature and relies heavily on real-world examples, short cases, and in-class exercises to reinforce the aforementioned managerial accounting concepts. I follow a very ‘traditional’ lecture approach in which first, I define and explain the most relevant concepts of each topic by using a short case to reinforce these concepts. Besides Powerpoint slides, I also use the blackboard extensively to define numerous concepts. Therefore, I strongly urge that you take detailed notes at each lecture.

CLASS MATERIALS  
Note: You are not required to purchase MyAccountingLab for this section of the course.

Supplemental course material: Powerpoint slides, in-class exercises, supplemental readings, and solutions to textbook problems, can be downloaded on Blackboard at http://mymason.gmu.edu.
**GRADING**

Your final grade will be determined in the following manner:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Exam #1</td>
<td>30%</td>
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<tr>
<td>Exam #2</td>
<td>30%</td>
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<tr>
<td>Final exam</td>
<td>30%</td>
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<tr>
<td>Team project</td>
<td>10%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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When assigning grades, I will strictly adhere to the following ‘standard’ grade distribution:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
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<tbody>
<tr>
<td>99% – 100%</td>
<td>A+</td>
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<tr>
<td>94% – 98.9%</td>
<td>A</td>
</tr>
<tr>
<td>90% – 93.9%</td>
<td>A-</td>
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<tr>
<td>88% – 89.9%</td>
<td>B+</td>
</tr>
<tr>
<td>84% – 87.9%</td>
<td>B</td>
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<tr>
<td>80% – 83.9%</td>
<td>B-</td>
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<tr>
<td>78% – 79.9%</td>
<td>C+</td>
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<tr>
<td>74% – 77.9%</td>
<td>C</td>
</tr>
<tr>
<td>70% – 73.9%</td>
<td>C-</td>
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<tr>
<td>60% – 69.9%</td>
<td>D</td>
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<tr>
<td>&lt; 60%</td>
<td>F</td>
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- **I will not deviate from the above grade distribution.** Although under my own discretion and in the event that I see it as necessary (i.e., if the entire class performs poorly), I reserve the right to apply a ‘curve’ distribution on the exams, or adjust the distribution of final grades. Nonetheless, if and only if, I deem it as necessary.
- **No ‘extra credit’ will be granted under any circumstances.** These include extra assignments, special projects, exam re-takes, or participation points.
- **Any questions or concerns regarding grades on either your exams, or your final grade must be addressed in writing.** I will provide a prompt response to your inquiry either in writing or verbally. If necessary, I will schedule a private meeting to discuss your grade.
- **Once submitted, all grades are final.** Grade disputes should be addressed directly to George Mason’s School of Management Academic Standards Committee.

**EXAMS**

There are **three exams in the course:** two mid-term exams and one final exam. Each exam covers roughly one third of the course material. The final exam is NOT cumulative and covers the material for the last part of the semester. Each exam is worth 30% of your grade and together they account for 90 percent of your final grade. The exams are scheduled for the following dates:

- **Exam #1:** Friday, February 22
- **Exam #2:** Friday, April 5
- **Final Exam:** Friday, May 10 (10:30am – 1:15pm)

**You must take exams at the schedule dates. No make-up exams given under any circumstances**
You must further note the following procedures concerning the exams:

- You must present your student identification card at each examination. Students without a proper identification card will not be allowed to take the examination.
- Although the mid-term exams are scheduled for our regular class time, they could be moved to a different classroom and to a different time as a way to provide you with additional time. You will be informed in advance on the location and the time of each exam.
- You will be provided with the format of the exams prior to its schedule date so you can plan accordingly. Also, I will provide a set of sample questions prior to each exam.
- All exams are closed notes and closed books.
- You are allowed to use a simple four-function calculator. No programmable or financial calculators, laptop computers, cell phones, or any other electronic device is permitted.
- I will keep all exams afterwards. You would be able to review your graded exam during class; however, it must be returned back to me after class. In case you need more time to go over your exam, you can come to my office during my office hours, or at a time that is convenient for you.
- Any questions or concerns regarding your exams’ grades should be addressed in writing. I will provide a prompt response to your inquiry either in writing or verbally.

**TEAM PROJECT**
The project should be completed in teams of three to four students (four students maximum). It accounts for 10% of your final grade; each team member will receive the same grade. The project consists on performing a firm-level cost and profitability analysis. More specifically, you will be provided with ‘real’ historical cost data for a company, so you can examine the behavior of production costs and estimate future costs via regression analysis. Each team will formulate an extensive report of their analysis. Further instructions on the assignment will be provided to you at least four weeks prior to its due date. **The team project is due on Tuesday, April 30** at my office. **No late assignments will be accepted.** In the event that I agree to accept a late assignment due to an unforeseen emergency, you will be penalized 10 percent for each 24 hours (or portion thereof) delay in its submission.

**IN-CLASS EXERCISES & CASES**
We will go over several in-class exercises and short cases during class. Although you are not required to submit any of the assigned cases for grading, you should review them prior to their discussion during class. These exercises will be posted on the course website. I will **not** collect or grade these exercises. Rather, they should help you assimilate the course material.

**SUGGESTED TEXTBOOK PROBLEMS**
Several suggested problems from the textbook have been assigned to help you prepare for the exams. I will **not** collect or grade these exercises. However, it is strongly recommended that you do as many as possible to master the class material. Their solutions are posted on the course website.

**PARTICIPATION**
I encourage all of you to become active class participants. Based on my teaching experience, students’ participation enriches the entire class learning (including myself). It is important to note that although you do not receive points for participating, in the event that you are very close from one letter grade to the next grade and if you have participated extensively and attended class regularly, then under my discretion, you could be moved to the next higher grade.
ATTENDANCE
You should attend class on a regular basis to keep up with the course material; otherwise you run the risk of not doing well in the course. Attendance is an integral part of the learning experience in our Accounting program at George Mason. Therefore, you are expected to attend all class sessions and report to me any sessions that you miss. At the beginning of each lecture an attendance record is passed for you to sign.

CLASS ETIQUETTE, THE USE OF CELL PHONES AND LAPTOP COMPUTERS
Please arrive to class on time and show respect to others. Please turn off your cell phones. Speaking during class, phone texting, checking e-mail, surfing the Internet, or doing other things not related to the class is disruptive and should not be conducted during lectures. In particular, phone texting has become a major issue. So, if you need to ‘text’ during class you should do it outside of the classroom. The same applies for using your laptop computers for surfing the Internet, or checking e-mail during class.

DISABILITY BASED ACCOMMODATIONS
Any student with a documented disability seeking academic adjustments or accommodations is requested to speak with me during the first two weeks of class. All discussions will remain confidential. Students with disabilities should also contact George Mason’s University Disability Support Services Office for further assistance. For those students needing to take the exam at the Testing Center, you should contact the center as soon as possible to schedule a time prior to each exam.

ACADEMIC INTEGRITY/HONOR CODE AT GEORGE MASON UNIVERSITY
GMU is an Honor Code university; please see the University Catalog for a full description of the code and the honor committee process. The principle of academic integrity is taken very seriously and violations are treated gravely. What does academic integrity mean in this course? Essentially this: when you are responsible for a task, you will perform that task. When you rely on someone else’s work in an aspect of the performance of that task, you will give full credit in the proper, accepted form. Another aspect of academic integrity is the free play of ideas. Vigorous discussion and debate are encouraged in this course, with the firm expectation that all aspects of the class will be conducted with civility and respect for differing ideas, perspectives, and traditions. When in doubt, of any kind, please ask for guidance and clarification.
# ACCT 311 (section 6) – Prof. Román

## COURSE SCHEDULE – SPRING 2013

<table>
<thead>
<tr>
<th>Lecture</th>
<th>Date</th>
<th>Topic</th>
<th>Reading</th>
<th>Suggested Book Exercises</th>
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<tbody>
<tr>
<td><strong>PART I: COST BEHAVIOR &amp; TYPES OF COSTING SYSTEMS</strong></td>
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| 1       | Jan. 25    | Course introduction  
Purpose of managerial accounting  
Overview of cost terminology | -  
Chapter 1  
Chapter 2 | 1 thru 9  
1 thru 12,18,19,22,23,26 |
| 2       | Feb. 1     | Production processes &  
Introduction to costing systems  
Job-costing | (Not in the textbook)  
Read class handout  
Chapter 4 | -  
4-17,18,19,20,23,25,27,30,31 |
| 3       | Feb. 8     | Process-costing | Chapter 17 | 17-16,17,19,20,21,22,24,25 |
| 4       | Feb. 15    | Activity-based costing  
Review Exam #1 | Chapter 5 | 1 thru 8, 11,12,17,18,20,22 |
| 5       | Feb. 22    | EXAM 1: Chapters 1,2,4,5,17 |  | |
| 6       | March 1    | Variable & absorption costing  
Production capacity analysis | Chapter 9 (300-313)  
Chapter 9 (314-323) | 9-16,19,20,22,28  
9-25,26,32 |
| 7       | March 8    | Cost functions  
Cost Estimation: Regression Analysis | Chapter 10 (p.340-355)  
Ch10:Appendix (p.367-373) | 10-17,18,20,21,24  
10-35,38,39 |
|         | March 9–17 | Spring-break (no classes) |  | |
| **PART II: THE USE OF COST INFORMATION FOR DECISION-MAKING, PLANNING, & CONTROL** | | | | |
| 8       | March 22   | Cost-volume-profit analysis | Chapter 3 | 3-20,21,24,25,26,28,33,34,46 |
| 9       | March 29   | Relevant costs for decision-making  
Review Exam #2 | Chapter 11 (p.390-406) | 11-17,19,20,22,29 |
| 10      | April 5    | EXAM 2: Chapters 3,9,10,11 |  | |
| 11      | April 12   | Budgeting: static & flexible budgets  
Direct-cost variances | Chapter 7 (p.226-233)  
Chapter 7 (p.234-248) | 7-16,17,18,20,21  
7-22,24,26,33,34,37 |
| 12      | April 19   | Overhead-cost variances | Chapter 8 | 8-16,17,18,19,20,23 |
| 13      | April 26   | Capital budgeting & cost analysis | Chapter 21 | 21-17,18,19,21,22,23,24 |
|         | April 30   | **TEAM PROJECT DUE**  
(Drop in my office) |  | |
| 14      | May 3      | Firm strategy & the balanced scorecard  
Measuring performance: ROI, RI, EVA*  
Review Final Exam & course wrap-up | Chapter 13  
Chapter 23 (p.808-818) | 13-1,2,6,7,16,34  
23-18,22,23,25 |
| 15      | May 10     | (10:30-1:15pm) | FINAL EXAM: Chapters 7,8,13,21,23 | |

* Time permitting

**Other important dates:**
- February 22 – Last day to drop classes
- March 29 – Last day to withdraw
- March 9-17 – Spring-break (no classes)

**Note:** In the event that we deviate from this schedule, you will be informed with sufficient time to plan accordingly.