



**SUFFOLK**  
**UNIVERSITY**  
MADRID CAMPUS

**ACCT 202 M1 - ACCOUNTING FOR DECISION MAKING II**

**Instructor Information:**

**Instructor:** Professor Noel Byrne

**Email:** [byrne@suffolk.es](mailto:byrne@suffolk.es)

**Homepage:** [www.suffolk.edu/madrid-campus/academics/faculty](http://www.suffolk.edu/madrid-campus/academics/faculty)

**Course Information:**

**Catalogue Description:** Enables students to apply the concepts and skills from the preceding course. They learn how to analyze the financial condition and performance of a firm, and how to use accounting information in business planning, decision-making, and control. Relevant current ethical and competitive issues found in the financial press are discussed in the course.

**Instructor's Additional Course Description:** Accounting for Decision Making II, the second of a two-course sequence, has been designed to provide users of accounting information with the skills necessary to appraise and manage a business. The course will cover several current accounting topics to provide an understanding of how managers within an organization use accounting information in order to plan operations, control activities, and make decisions. Students who plan to concentrate in accounting will get the necessary foundation to pursue additional accounting courses, while non-accounting majors will benefit from an overview of the accounting system.

**Prerequisites:** ACCT 201

**Credit Hours:** 3

This course follows the US Federal Government's Credit Hour definition: "An amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutional established equivalence that reasonably approximates no less than:

- (1) One hour of classroom or direct faculty instruction and a minimum of two hours of out of class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time; or
- (2) At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution including laboratory work, internships, practica, studio work, and other academic work leading to the award of credit hours."

For full up-to-date statement:

[https://cihe.neasc.org/sites/cihe.neasc.org/files/downloads/POLICIES/Pp111\\_Policy\\_On\\_Credits-And-Degrees.pdf](https://cihe.neasc.org/sites/cihe.neasc.org/files/downloads/POLICIES/Pp111_Policy_On_Credits-And-Degrees.pdf)

### **Course Materials:**

**Required:** Garrison, Noreen, and Brewer; Managerial Accounting, 16<sup>th</sup> Edition, (McGraw-Hill Publishers). It is mandatory for students to purchase an ebook version of this book.

**Required:** Lecture powerpoint slides to be downloaded from Blackboard

**Required:** CONNECT- Homework Assignment platform (see further details below)

The text we are using is a cutting-edge college learning tool, accompanied by many web-based resources. The book itself is designed with active student learning in mind. Take advantage of this by using as many of the resources as you can to enhance your learning.

**You must also bring your textbook to class, as we will frequently looking at examples, tables or charts from the book. You will be allowed to use an electronic device to access your ebook for these occasions but only for this use.**

### **Course Goals & Learning Objectives:**

<b>Upon successful completion of this course, students should be able to:</b>	<b>Upon successful completion of this course, students should be able to:</b>	<b>How the students will be assessed on these learning objectives:</b>
Understand cost terminology, cost behavior, and how to cost products/services using a job-costing system.	<ol style="list-style-type: none"><li>1. Define different cost terms.</li><li>2. Classify costs using cost terminology.</li><li>3. Explain how a job-costing system works.</li><li>4. Calculate the cost of a product/service using a job-costing system.</li><li>5. Prepare a contribution format income statement.</li><li>6. Apply cost knowledge to cost-volume-profit (CVP) analysis.</li><li>7. Prepare a segmented income statement.</li></ol>	There will be several questions on both quiz 1 and the mid-term exam plus written and connect assignments on each chapter assessing these objectives
Understand how to create a financial plan for a merchandising company.	<ol style="list-style-type: none"><li>1. Identify the primary components of a master budget for a merchandising company.</li><li>2. Prepare each component of a master budget for a merchandising company.</li></ol>	There will be several questions on both quiz 2 and the final exam plus written and connect assignments on the master budgeting chapter assessing these objectives
Understand how to evaluate a company's performance.	<ol style="list-style-type: none"><li>1. Prepare a flexible budget.</li><li>2. Calculate, classify, and interpret activity, revenue, and spending variances.</li><li>3. Prepare a performance report.</li><li>4. Calculate, classify, and interpret price and quantity variances for direct materials.</li><li>5. Calculate, classify, and interpret rate and efficiency variances for direct labor.</li><li>6. Calculate key financial performance measures and analyze potential investments using them.</li></ol>	There will be a question on the final exam plus written and connect assignments on the flexible budgeting and standard cost and variance chapters assessing these objectives
Understand how to use cost information to make important business decisions.	<ol style="list-style-type: none"><li>1. Distinguish relevant from irrelevant information in decision situations.</li><li>2. Decide to add or drop product lines/business segments.</li><li>3. Prepare a make or buy analysis.</li><li>4. Analyze the profitability of a special order.</li><li>5. Choose the optimal production order when faced with resource constraints.</li><li>6. Analyze whether joint products should be sold at the split-off point or processed further.</li></ol>	There will be several questions on both quiz 2 and the final exam plus written and connect assignments on the decision-making chapter assessing these objectives

Upon successful completion of this course, students should be able to:	Upon successful completion of this course, students should be able to:	How the students will be assessed on these learning objectives:
Understand the importance of ethics in managerial accounting.	1. Identify situations that could lead to unethical conduct and demonstrate an ability to address them.	There will be a half an hour discussion on this as part of covering the prologue and I will examine it by incorporating some questions on ethics into quiz 1 and/or the mid-term exam and we will also do some written exercises on ethics in normal class time or tutorials

The course objectives will be achieved by reading and preparing for class sessions, exams, quizzes and homework assignments both written and on Connect Homework Manager. Students are expected to read the chapters and PowerPoint slides before topics are covered in class. Class sessions will be used to explain key concepts; however, homework assignments and any other queries will be dealt with in the extra tutorial hours as there is a huge amount of material to cover in the normal classes.

### **Course evaluation and grading:**

Mid-Term exam:	25%
Quiz 1:	10%
Quiz 2:	10%
Final Exam:	25%
Participation:	5%
Attendance:	5%
Connect Homework Manager Homework Assignments:	20%
Total:	<b>100%</b>

Percentage	Grade	Percentage	Grade
94-100	A	77-79	C+
90-93	A-	73-76	C
87-89	B+	70-72	C-
83-86	B	60-69	D
80-82	B-	59 or less	F

### **Course/Classroom Policies:**

#### **Make-Up Exams**

There will be no make-up exam for the mid-term. If a student misses the mid-term, the % allocated to it will be transferred to the final exam ONLY if that student has an excused absence, i.e., a certificate from a doctor which must be brought in immediately after the mid-term. Failure to produce such a certificate will result in loss of 10% of the 25% allocated to the mid-term with the other 15% transferred onto the final exam.

A make-up final exam will be provided for a student only if that student has three final exams on the same day or there are two coinciding exams. I will require evidence of such an event, and I must be notified at least **TWO** weeks in advance of the final exam in order to arrange an alternative time to take the final exam.

#### **Quizzes**

There will be two quizzes during the semester as outlined in the course schedule below. Each quiz is worth 10% of the overall grade. I will distribute a practice quiz for completion prior to each quiz with a solution

key. I also recommend that students complete the practice multiple choice quizzes in the online learning center accompanying the textbook

### **Written Homework Assignments**

Written homework has been assigned with each chapter; you can find details of this on the last page of the PowerPoint slides for each chapter. It is extremely important that you do this assigned homework, as accounting is learnt through doing rather than reading. I will be going through the solutions to these homework assignments in extra tutorials on Thursday afternoons from 14:15 to 15:45 in Room 4. We will **not** be going through the homework solutions to these homework assignments during normal classes, as there simply isn't sufficient time. However, if you cannot attend the tutorials, you should check your answers against the solutions that I will publish on Blackboard. The written homework will prepare you for the mid-term and final exams much better than the Connect homework.

### **Connect Homework Manager Assignments**

In addition, we will be using the McGraw-Hill CONNECT Accounting and Assessment platform to prepare homework assignments. These assignments will represent a very significant part of your grade (**20%**), and it is absolutely essential that all students do these assignments, as good performance in these exercises will take some pressure off the mid-term and final exams. There are a certain amount of points available for these assignments. The amount of the 20% awarded will depend on how you score on these points, taking into account the 90% rule below to account for times when you encounter computer bugs or any other problems submitting.

To account for any potential Connect bugs or potential cases in which you will not be able to submit all the assigned homework, to earn the full credit of 20% allocated to the Connect homework assignments you only need to score an average of 90% or over.

The due dates for the assignments are set at the beginning of the semester, so you cannot submit any assignments late. The assignments are checked automatically by the software. To avoid any possible problems, you should familiarize yourself with the software before the assignment is due. Homework for each chapter will be due as of 11:55 pm on the day stated on the assignment. The due date is approximately a week after we cover the material for those assignments in class.

### **Extra Tutorials**

As there is simply not time to go through all of the homework assignments in normal class hours, I have set up special tutorials on Thursday afternoons in room 4 from 14:15 to 15.45 to go through homework assignments step by step and any other difficulties a student may be experiencing with the material. I strongly encourage any student who had problems with Accounting for Decision Making I or feels they are weak at accounting to attend these tutorials from the very beginning of the semester. Anyone scoring a C- or less on the mid-term will be **required** to attend these tutorials from the mid-term to the end of the semester. Failure to attend if you must do so will negatively affect your participation and attendance grade.

### **Participation**

You must bring your textbook and downloaded PowerPoint slides to class, as we will be using both of them extensively. It is essential that students read the chapters and slides prior to class, given the fast pace needed in order to cover the extensive amount of course material. Participation makes the class more interesting and clarifies your understanding of the material. Participation includes being on time for class, attentiveness, your ability to ask thoughtful and relevant questions and your ability to respond to questions when called upon. Applying the knowledge learnt to real life companies and life experiences is especially welcome.

### **Attendance (Expected)**

The members of the Accounting Department feel that your attendance at every class meeting is necessary for mastery of our curriculum. Attendance and promptness are expected. Faculty will take attendance at every class, and your grade will be affected by a lack of compliance. For a class that meets twice a week, each student is allowed two unexcused absences. Any student who has more than two unjustified absences

will have their attendance/participation grade reduced by one third of a grade for each absence in excess of the two allowed. For example, if you have three unjustified absences and your final grade is initially a B, this will be reduced to a B-.

In rare instances, students may have to miss class for a valid, university-sanctioned reason. In general, an absence is considered “official” when: (a) the student is participating in an approved field trip or other official Suffolk University activity; (b) the absence is confirmed under doctor’s orders; or (c) the student is granted a leave of absence from Suffolk for reasonable cause by an academic dean. Students are required to show official documentation indicating a university-sanctioned reason for absence. Tardiness and absence due to work-related responsibilities are not excused absences.

### **Punctuality, Leaving Class and Respectfulness**

Please do not be late for class as it is extremely disruptive to the class. The door to the classroom will be shut ten minutes after the commencement of the class, and you will not be allowed to enter the class after this time. If this occurs, it will be counted as an unjustified absence. I prefer nobody to leave the class during the lesson, but if it is an absolute emergency, please raise your hand and ask for permission to leave. There will be zero tolerance towards disrespectfulness. Anyone acting disrespectfully towards me will be invited to leave the class and see me during my office hours to explain their behavior before being allowed back into class again. I consider the class to be a professional situation, and I expect all students to act professionally both towards me and their classmates. All discussion of grades or academic performance will take place in my office during my office hours and not in the classroom.

### **Using Electronic Equipment in Class**

It is strictly forbidden to use laptops, ipads, mobile telephones or any other electronic equipment in class, so please switch them off prior to entering into class. You may download the PowerPoint slides to your laptop, but please be aware that you will not be able to look at them in class, as laptops are not allowed in the classroom. However, on those occasions that we use the textbook in class to do some exercises, you will be allowed to use an electronic device to access your ebook but only for this use.

### **Food or drink in class**

It is strictly prohibited to bring food and drink (except water) into class. Water should be obtained prior to commencement of class; students should not leave during class to get it.

### **Statement on Accommodations for Students with Disabilities (CAS & SBS):**

If you anticipate issues related to the format or requirements of this course, please meet with me. I would like us to discuss ways to ensure your full participation in my classroom.

**If you determine that you need formal, disability-related accommodations, it is very important that you register with the Office of Disability Services (617.994.6820 / [disabilityservices@suffolk.edu](mailto:disabilityservices@suffolk.edu)) and notify me of your eligibility for reasonable accommodations. We can then plan how best to implement your accommodations. For more information, look here: [www.suffolk.edu/disability](http://www.suffolk.edu/disability).**

### **Student Resources:**

SUMC provides a range of student services, both academic and personal. To learn more about course-related tutorials and academic workshops, refer to the SUMC Student Handbook, Section 2 “Academic Policies and Services”. Section 5, “Living in Madrid”, contains information on the medical and mental health resources, including an English-speaking therapist, available to you.

### **Midterm Review:**

At midterm, around week 6, you will be given a midterm grade based on your progress to date and performance on quizzes and the midterm exam. Midterm grades of C- or below will be reported to the Madrid Campus Academic Standing Committee, with an explanation of what I believe has contributed to that grade: excessive absences, poor time management or study skills, lack of effort, difficulty with the course material or with writing or language skills, etc. The Academic Standing Committee or I may contact

you to suggest strategies for addressing these difficulties. I strongly encourage you to visit me during my office hours so we may discuss how you can be successful in this class.

**Academic Misconduct:**

[www.suffolk.edu/about/mission-history/policies-procedures/academic-misconduct-policy](http://www.suffolk.edu/about/mission-history/policies-procedures/academic-misconduct-policy)

Suffolk University expects all students to be responsible individuals with high standards of conduct. Students are expected to practice ethical behavior in all learning environments and scenarios, including classrooms and laboratories, internships and practica, and study groups and academic teams. Cheating, plagiarism, unauthorized collaboration, use of unauthorized electronic devices, self-plagiarism, fabrication or falsification of data, and other types of academic misconduct are treated as serious offenses that initiate a formal process of inquiry, one that may lead to disciplinary sanctions.

Student work will be thoroughly examined for academic integrity and may be scanned using plagiarism detection software. A faculty member suspecting academic misconduct will contact the student using the Suffolk email address to schedule a meeting and will make all effort to do so within five business days of detecting the incident. During the meeting, the faculty member will present the documentation that led to suspected academic misconduct. Resolution of the incident will be according to the procedures outlined in the SUMC Student Handbook.

**Academic Grievances Policy:**

[www.suffolk.edu/student-life/student-services/student-handbook/university-policies-for-student-cas-sbs/grievances-academics](http://www.suffolk.edu/student-life/student-services/student-handbook/university-policies-for-student-cas-sbs/grievances-academics)

**Course Schedule**

The schedule, policies, procedures and assignments in this course are subject to change in the event of extenuating circumstances, by mutual agreement, and/or to ensure better student learning.

<b>SESSIONS</b>	<b>TOPIC</b>	<b>Readings</b>
Class 1	Syllabus Explanation, Introduction and Managerial Accounting An Overview and discussion on ethics	Prologue
Class 2	Managerial Accounting and Cost Concepts	Chapter 1
Class 3	Managerial Accounting and Cost Concepts	Chapter 1
Class 4	Job-Order Costing- Calculating Unit Product Costs	Chapter 2
Class 5	Job-Order Costing- Calculating Unit Product Costs	Chapter 2
Class 6	Job-Order Costing Cost Flows and External Reporting	Chapter 3
<b>Class 7</b>	<b>Quiz 1 (prologue &amp; chapters 1, 2, and 3)</b>	
Class 8	Cost-Volume-Profit Relationships	Chapter 5
Class 9	Cost-Volume-Profit Relationships	Chapter 5
Class 10	Cost-Volume-Profit Relationships	Chapter 5
Class 11	Segment Reporting	Chapter 6
Class 12	Review for Mid-Term Exam	
<b>Class 13</b>	<b>Mid-Term Exam Chapters (1-6)</b>	
Class 14	Differential Analysis the Key to Decision Making	Chapter 12
Class 15	Differential Analysis the Key to Decision Making	Chapter 12
Class 16	Master Budgeting	Chapter 8
Class 17	Master Budgeting	Chapter 8
<b>Class 18</b>	<b>Quiz 2 (Chapters 6,8 and 12)</b>	
Class 19	Flexible Budgets and Performance Analysis	Chapter 9
Class 20	Flexible Budgets and Performance Analysis	Chapter 9
Class 21	Standard Costs and Variances	Chapter 10

<b>SESSIONS</b>	<b><u>TOPIC</u></b>	<b>Readings</b>
Class 22	Standard Costs and Variances	Chapter 10
Class 23	Performance Measurement in Decentralized Organizations	Chapter 11
Class 24	Performance Measurement in Decentralized Organizations	Chapter 11
Class 25	Guest Speaker	
Class 26	Review for Final Exam	
	<b>Final exam (Chapters 8 -12 ) See date above</b>	

*The written homework assignments that you are expected to complete are listed on the last page of the PowerPoint slides for each chapter. All Connect assignments and their due dates are listed on the Connect website.*