

Fall 2023

## ACCT 615-855: Management Accounting

Heejae Lee

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**Management Accounting**  
**ACCT 615-855**  
**Fall 2023**

**Instructor:** Heejae (Erica) Lee  
**Office:** CAB 3032 **Tel:** (973) 596-6418  
**Email:** heejae.lee@njit.edu  
**Class Time & Location:** Asynchronous online  
**Prerequisites:** None  
**Office Hours:** Thursday 3:00-6:00 p.m. or by Appointment

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### Course Overview

This course builds on traditional concepts of financial (accrual accounting, financial statements) and managerial accounting (break-even analysis, alternate choice decisions, profit planning, and transfer pricing) and develops the skills executives need for financial statement and strategic cost analyses. Explores financial statement preparation and strategic decisions of value chains and activity-based management. Emphasizes Microsoft Excel skills necessary for executive planning and control.

### Purpose of the Course

The first part of this course is designed to provide students with an insight into key financial accounting concepts needed for effective decision-making. This includes a brief description of recording transactions using T accounts, preparing adjusted trial balances, preparing Income statements, Balance Sheets, and Statements of Cash flows. Techniques for analyzing financial statements to examine a company's financial status with respect to profitability, liquidity, and solvency are also discussed. This course subsequently builds on traditional managerial accounting concepts (break-even analysis, strategic decisions involving discontinuing product lines, downsizing, outsourcing, profit planning, and how to set and examine budgets.

We will also explore strategic cost reduction and waste/inefficiency-reducing techniques such as Value Chain Management and Activity Based Management. The orientation will focus on using managerial accounting data in executive planning and control.

The course is organized into weekly modules. Course materials can be accessed through Canvas with specific weekly tasks under each module. The course is designed with asynchronous pre-recorded lectures for students to view at their convenience within that week. Lectures will focus on essential/complex topics and take a sizeable weekly commitment from students.

Additionally, students will submit weekly classwork in response to lecture questions and prompts. Other student coursework will include student-led hands-on learning, including but not limited to homework exercises, projects, and cases. Students are responsible for all topics covered in the lecture notes and assignments. Extra materials in the textbook are not required but may help study required materials.

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## Required Course Materials

*Financial and Managerial Accounting: The Basis for Business Decision* by Jan R. Williams, Susan F. Haka, Mark S. Bettner, and Joseph V. Carcello. 20th Edition.

## Learning Outcomes

By the end of this course, students will be able to:

- Identify basic financial and managerial accounting concepts.
- Prepare journal entries and T-Accounts to record accounting transactions.
- Compare and contrast the three primary financial statements.
- Present Financial Statement Analysis highlights a real company, including ratio, common-sized statements, and trend analysis.
- Illustrate basic data analytics in Microsoft Excel
- Classify costs as fixed or variable and allocate them to appropriate business units/profit centers.
- Compute Job Order and Per Unit Costings and Cost Volume Profit Analyses.

## Expected Learning Outcomes

In addition to content-specific course objectives, the course intends to help students develop a wide range of analytical, communication, interpersonal, and technology skills, namely:

Competencies	Outcome
LC 1 Develop an Understanding of Business Concepts and the Technical Knowledge to Solve Business Problems	LO 1.1 Our students will demonstrate the knowledge and application of business fundamentals
	LO 1.2 Our students will demonstrate the ability to solve business problems using current technology
	LO 1.3 Our students will demonstrate the ability to use technology for effective project management
LC 2 Develop Effective Communication Skills	LO 2.1 Our students will demonstrate the ability to deliver effective presentations enhanced by technology
	LO 2.2 Our students will demonstrate the ability to write clear and concise reports based on relevant information
LC 3 Interact Effectively in Teams	LO 3.1 Our students will demonstrate the ability to understand and use team building behaviors to accomplish group tasks
LG 4 - Develop Ethical Reasoning Skills	LO 4.1 - Our students will demonstrate the ability to identify ethical dilemmas and make decisions grounded in ethical principles

## Course Website

Please go to CANVAS. The Canvas site is where most course materials are posted. Make sure you have an NJIT UCID and password so that you can access Canvas. I will use Canvas to post announcements and supplemental materials throughout the semester. So, please be sure to check the site

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(canvas.njit.edu) frequently. Please contact the helpdesk (973-596-2900) for problems associated with Canvas.

### Course Deliverables/ Final Grade Components

Your grade for this course will be based on the following components:

<u>Component</u>	<u>Weight</u>	<u>Total</u>
Quizzes	10%	50
Group Project	20%	100
Class Participation (include Discussion Forum)	14%	70
Homework	16%	80
Midterm Exam	20%	100
Final Exam	20%	100
<b>TOTAL</b>	<b>100%</b>	<b>=500</b>

**Quizzes: (10% of grade)** There will be several quizzes throughout the course, consisting of multiple-choice questions, short answer questions, and/or problem sets. They will help you practice course concepts and prepare for the exams.

**Project: (20% of grade)** One group project will focus on financial statement analysis and management accounting fundamentals during the course. Students will be required to perform several analytical procedures over the financial statements of a given company. Students will be expected to provide analyses in Microsoft Excel or other Data Analytic tools. Students will participate in groups (3-4 individuals) and will be evaluated on their ability to reflect on their analyses utilizing core concepts learned in class. Groups will then present their findings using PowerPoint slides, which can be recorded using Webex (<https://njit.webex.com/>) or Zoom (<https://njit-edu.zoom.us/>).

**Class participation: (14% of grade)** Students are expected to participate in weekly discussion forums in Canvas based on questions/prompts from recorded lecture materials. When all students participate in a discussion, it creates an active learning environment that will help you better understand the materials and be more successful in the class. Students will post their initial response to the prompt by Thursday at 11:59 pm and respond to two classmates by Sunday at 11:59 pm of the week they are listed.

**Homework: (16% of grade)** Homework assignments will be given either weekly or bi-weekly to allow students to apply course concepts. Like quizzes, homework is designed to help students practice and prepare for the exams.

**Exams: (40% of grade, 20% each)** Each exam will be summative to that point in the semester. Exams will include some multiple-choice questions but mostly open-ended problems for students to solve independently and show their work. Exams will be proctored as per the policy listed in the section below.

Midterm exam due Sunday, October 22nd, 11:59 p.m.

Final exam due Sunday, December 17th, 11:59 p.m.

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## Final Grades

Grades reflect the level of understanding of course content. Therefore, to achieve a grade of A or B in this class, expect to:

- Be prepared.
- Actively participate in class discussions, exercises, and activities
- Turn in all course deliverables in a timely and professional manner.

With less preparation and participation, expect a grade of C or lower.

**Final course grades will be based on the following scale (there will be NO curve):**

### Grading Scale

A	B+	B	C+	C	F
90%	85%	80%	75%	70%	<70%

## Policy for Late Work

All past-due assignments will receive 50% of the score. No exceptions. Exams and Quizzes will be accessible for multiple hours on the exam/quiz date and will not be accepted after this deadline. Make-up exams must be brought to the instructor's attention at least 24 hours before the deadline.

## Email Etiquette

This is a business course, and the expectation is that you will conform to appropriate business letter-writing practice in your email to me. The following are the basics.

- Put the course name (e.g., course name or course number) in the subject line
- Identify the e-mail's subject with a brief but descriptive summary. Include a proper salutation and the assignment details, such as the title, homework, or exam.
- Proofread your e-mail for proper sentence structure, capitalization, spelling, and punctuation.
- Conclude the e-mail message with a proper closing (e.g., Regards, Sincerely) and your full name.

(Note: Do not e-mail requests for additional grade points unless there is an error in the grading. Please note that any grade discrepancies must be addressed within 2 weeks of the assignment due date. Grades are not 'given out' by the professor; they are 'earned' by the student. So, make sure you 'earn' a grade you can live with.)

## Academic Integrity

Learning is both an individual and a cooperative experience. Asking for and giving help freely in appropriate settings helps you learn. However, you should present only YOUR work as your own. University rules and standards define and prohibit "academic misconduct" by all members of the academic community including students. You are asked and expected to be familiar with these standards and abide by them.

Academic Integrity is the cornerstone of higher education and is central to the ideals of this course and the university. Cheating is strictly prohibited and devalues the degree that you are working on. As a member of the NJIT community, it is your responsibility to protect your educational investment by

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knowing and following the academic code of integrity policy that is found at: <http://www5.njit.edu/policies/sites/policies/files/academic-integrity-code.pdf>.

Please note that it is my professional obligation and responsibility to report any academic misconduct to the Dean of Students Office. ***Any student found in violation of the code by cheating, plagiarizing or using any online software inappropriately will result in disciplinary action. This may include a failing grade of F, and/or suspension or dismissal from the university.*** If you have any questions about the code of Academic Integrity, please contact the Dean of Students Office at [dos@njit.edu](mailto:dos@njit.edu).

## Accommodations

Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal educational opportunities for all students regardless of their disability. If you are in need of accommodations due to a disability please contact Scott Janz (oars@njit.edu), Associate Director of the Office of Accessibility Resources & Services (OARS), Kupfrian Hall 201, to discuss your specific needs. A Letter of Accommodation Eligibility from the OARS authorizing your accommodations will be required. Accommodations need to be requested in advance and will not be granted retroactively.

## Exam Code of Conduct

*NJIT policy requires that all midterm and final exams must be proctored, regardless of delivery mode, in order to increase academic integrity. Note that this does not apply to essay or authentic based assessments. Effective beginning Fall semester 2019, students registered for a fully online course section (e.g., online or Hyflex mode) must be given the option to take their exam in a completely online format, with appropriate proctoring.*

Any course that uses online proctoring for exams may require you to do an environmental scan. You are responsible for selecting a location where you are comfortable with yourself and your room being video and audio recorded. You may be asked to use your camera to scan all four walls of the room you are in, as well as the workspace, desk, and area around the computer. Ideally, your exam environment should be well-lit and free from distractions and interruptions.

In this course, you will be required to use the following proctoring method to ensure academic integrity for exams. See below for more information about how exams will be proctored in this course.

## Respondus LockDown Browser and Monitor

The [Respondus proctoring solution](#) has three possibilities:

1. **LockDown Browser:** A locked browser used to prevent students from printing, copying, going to another URL, or accessing other applications during an assessment in Canvas.
2. **Monitor:** Used in conjunction with LockDown Browser, Monitor is the usage of a webcam to record a user during the exam session.
3. **Live Proctoring:** Used in conjunction with both LockDown Browser and a video conferencing solution, the instructor live proctors students during the assessment.

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Respondus works with both “[Classic](#)” and “[New](#)” quizzing engines in Canvas, but the process to enter the exam is different based on the quizzing engine. If information is not posted about which quiz will be used, contact your instructor.

If virtual machine software is detected on your device, you won't be able to run LockDown Browser, and you'll receive a warning, "The browser can't be used in virtual machine software such as Virtual PC, VMWare, and Parallels." You can find examples of VM software and troubleshooting steps on [Respondus's FAQ page for this topic](#).

If you want to take your exam on your iPad, you must ask your instructor to enable this feature from within the course settings and [download the LockDown Browser app](#).

In using LockDown Browser, students need:

- High-speed internet connection
- Windows or Apple Operating System

In using Monitor or Live Proctoring, students need:

- Webcam (internal or external)
- Microphone and Audio (internal or external)
- NJIT ID or Photo-Issued ID
- To perform an environment check

Helpful Resources:

- [Introduction to Respondus LockDown Browser for Students Video](#)
- [Respondus Monitor Resources](#)
- [Respondus Computer Requirements](#)
- [Tips for Ensuring a Smooth Experience](#)
- [Respondus Privacy Policies](#)
- Questions or Problems? Contact:
  - [Respondus Live Chat](#)
  - IST Service Desk: 973-596-2900 or [Help.njit.edu](#)

### **Using LockDown Browser with “New” Quizzes in Canvas**

When accessing a New Quiz in Canvas using LockDown Browser, students must:

1. Download and install the [LockDown Browser link](#).
2. Log into Canvas using your standard browser.
3. Click on the course within your “Courses” list in which you have to take the exam that requires LockDown Browser.
4. After you enter the course, find the exam and click on it.
5. A new tab will open with a message stating “Assessment Loading”. You will also see a pop-up window asking you to open Lockdown Browser. Click “Open Lockdown Browser”.
6. Lockdown Browser will automatically launch and your quiz will be loaded into Lockdown Browser. Click “Begin” to take the quiz. Once a quiz has been started with LockDown Browser, you cannot exit until the “Submit Quiz” button is clicked.

7. If you are required to use a webcam (Respondus Monitor), you will be prompted to complete a Webcam Check and other Startup Sequence steps.
8. Once the exam has been submitted, Respondus will close to allow you to continue using your regular browser window.

### Tentative Course Schedule

Module		Course Topics	Reading	Assignment
0	Week 1	Introduction to course and instructor		<b>Introduce yourself</b> Thursday, September 14 <sup>th</sup> 11:59 p.m.
1	Week 1	Accounting: Information for Decision Making And Basic Financial Statements	Chapter 1 Chapter 2	<b>Homework 1</b> Sunday, September 17 <sup>th</sup> 11:59 p.m.
2	Week 2	The Accounting Cycle: Capturing Economic Events	Chapter 3	<b>Homework 2</b> Sunday, September 17 <sup>th</sup> 11:59 p.m. <b>Discussion Board</b> Main Post: Thursday, September 14 <sup>th</sup> 11:59 p.m. Reply Post: Sunday, September 17 <sup>th</sup> 11:59 p.m.
3	Week 3	The Accounting Cycle: Accruals and Deferrals	Chapter 4	<b>Homework 3</b> Sunday, September 24 <sup>th</sup> 11:59 p.m. <b>Discussion Board</b> Main Post: Thursday, September 21 <sup>st</sup> 11:59 p.m. Reply Post: Sunday, September 24 <sup>th</sup> 11:59 p.m.
	Week 4	Quiz #1 Quiz Readings: Chapters 1-4		<b>Take Home Quiz #1</b> due by Sunday, October 1 <sup>st</sup> 11:59 p.m.
4	Week 5	Statement of Cash Flows	Chapter 13	<b>Homework 4</b> Sunday, October 8 <sup>th</sup> 11:59 p.m. <b>Discussion Board</b> Main Post: Thursday, October 5 <sup>th</sup> 11:59 p.m.



				<p>Reply Post: Sunday, October 8th 11:59 p.m.</p> <p><b>Project</b> Select company for the project by Sunday, October 8<sup>th</sup> 11:59 p.m.</p>
<b>5</b>	Week 6	Financial Statement Analysis	Chapter 14	<p><b>Homework 5</b> Sunday, October 15th 11:59 p.m.</p> <p><b>Discussion Board</b> Main Post: Thursday, October 12th 11:59 p.m. Reply Post: Sunday, October 15th 11:59 p.m.</p>
	Week 7	<p><b>Timed Take Home Midterm Exam</b> Posted in Canvas on Saturday, October 21st 12:00 a.m.</p>		<p><b>Midterm Exam Due</b> Sunday, October 22nd 11:59 p.m.</p>
<b>6</b>	Week 8	Management Accounting: A Business Partner	Chapter 16	<p><b>Homework 6</b> Sunday, October 28th 11:59 p.m.</p> <p><b>Discussion Board</b> Main Post: Thursday, October 25th 11:59 p.m. Reply Post: Sunday, October 28th 11:59 p.m.</p>
<b>7</b>	Week 9	Job Order Cost Systems and Overhead Allocations	Chapter 17	<p><b>Homework 7</b> Sunday, November 5th 11:59 p.m.</p> <p><b>Discussion Board</b> Main Post: Thursday, November 2nd 11:59 p.m. Reply Post: Sunday, November 5th 11:59 p.m.</p>
<b>8</b>	Week 11	Cost-Volume-Profit Analysis	Chapter 20	<p><b>Homework 8</b> Sunday, November 12th 11:59 p.m.</p>

				<b>Discussion Board</b> Main Post: Thursday, November 9th 11:59 p.m. Reply Post: Sunday, November 12th 11:59 p.m.
	Week 12	Quiz #2 Quiz Readings: Chapters 16-17, 20		Take Home Quiz #2 due by Sunday, November 19th 11:59 p.m.
9	Week 13 & Week 14	Responsibility Accounting and Transfer Pricing	Chapter 22	<b>Discussion Board</b> Main Post: Thursday, November 30th 11:59 p.m. Reply Post: Sunday, December 3rd 11:59 p.m. <b>Project</b> Submit presentation recording by Sunday, December 3rd 11:59 p.m.
11		Virtual Project Presentation		<b>Discussion Board</b> Main Post: Thursday, December 7th 11:59 p.m. Reply Post: Sunday, December 10th 11:59 p.m. <b>Project</b> Submit excel file by Sunday, December 10th 11:59 p.m.
	Final Week	<b>Timed Take Home Final Exam</b> Posted in Canvas on Saturday, December 16 <sup>th</sup> 12:00 a.m.		<b>Final Exam Due</b> Sunday, December 17th 11:59 p.m.

The topics are tentative. Updates will be provided.