COURSE DESCRIPTION

This course will provide you with comprehensive coverage of the principals involved in determining the cost of product or service. It is a sequel to Managerial Accounting, with more in-depth analysis of information for managers, including pricing decisions, cost allocation, budgeting, inventory management, performance measurement, management control, goal congruence and accounting considerations for multinational companies. Emphasis is placed on the diverse contexts in which managers use accounting and other financial information to influence the right business decisions in controlling and analyzing costs.

COURSE MATERIALS

Horngren/Datar/Rajan: Horngren's Cost Accounting 16th Edition
Author(s): Datar, Srikan | Horngren, Charles | Rajan, Madhav

I am hoping that most of you have the book already from the Managerial Accounting course. However, if you need to buy the book, please make sure that you buy the correct book. Those who find it convenient to buy the loose-leaf form so that you do not have to carry the whole book around may use the ISBN for the loose leaf version listed on the publisher's website.

On Line Software (required): MYACCOUNTING LAB:

If you did the Managerial accounting course last semester, you might have access to the homework software for 12 months. If not, you might have to buy the software directly from the publisher.

Turning Technologies Clicker: Available in Bookstore or online:

Your participation in the clicker questions is a key way to improve learning in the large lecture hall. Clickers are used to take attendance, gauge understanding of reading material and to review concepts of previously taught material.

Clickers MUST be brought to each and every class. All students must register their clickers in Canvas and the Turning Technology Cloud. Also, students must purchase a license to use Turning Technology clickers. If a student currently has a clicker, he can buy the license only, otherwise, he needs to buy a new clicker and a license. Students must register their license and link it to their physical clicker at two different places. First, they need to register at Turning Technology Cloud, then at Canvas.
Once you obtain your clicker, go to your class section in Canvas, click on “Tools” on the left hand side of the course page. Then, click on Turning Technology Registration Tools and follow the prompts. Both steps must be completed before using the clicker for any purpose. Please make sure that your clicker is properly registered, licensed and has working batteries, otherwise, you will not receive a score for class quizzes.

LEARNING GOALS AND OBJECTIVES

This course is designed to help students develop skills and knowledge in the following area(s):

**Deeper Knowledge of Accounting Concepts**
Successful students should be able to understand basic cost accounting concepts and be able to use data for planning, controlling, costing products as well as customers. Successful students will demonstrate their ability to use, analyze and create information needed to take key business decisions.

**Business Knowledge**
By understanding the accounting concepts learned in this class, a student will be able to create and measure value to make key business decisions. It will prepare students to become entrepreneurs and managers, who will create new products and services.

**Quantitative Skills and Critical Thinking Skills Learning Goals**
Students who do well in this class will be able to understand, analyze and use quantitative data that will enable them to make business decisions and be able to report to stakeholders.
Specifically:

a. Students will be able to calculate prices using cost-plus, sales-margin, and discount methods and learn how various pricing strategies can be used, including how target and life-cycle costing can affect product pricing.

b. Students will be able to examine and interpret numerical data and make budgeting decisions.

c. Students will be able to analyze numerical data to derive conclusions.

d. Students will be able to make inventory decisions by learning inventory management.

e. Students will be able to calculate internal transfer prices in a variety of ways.

**Information Technology Skills Learning Goal**
a. Students will use software tools (My Accounting Lab), Power point and excel to solve quantitative problems.

b. Students will use Excel to do an exercise in Data Analytics.

**Ethics Learning Goal**
During this course, students will be able to understand and evaluate ethical issues and situations related to certain accounting matters. The course will also equip them to manage and motivate employee performance.

Students develop these skills and knowledge through the following course activities and assignments:

**Textbook:**
Students should read each chapter of the textbook as it is assigned. The online version provides video tutorials. I would strongly suggest you brush up your knowledge of Managerial Accounting and get up to speed.
Lectures:
Lectures of each chapter are supported by power point slides. The instructor encourages questions during class. Students must be attentive and interactive during class. The lectures will cover topics addressing accounting concepts, basic accounting transactions under the accrual basis, and preparing and analyzing financial statements.

Homework:
Students MUST do the homework assignments to become adept at the topics learned in the lectures and from reading the textbook. The homework should be done as soon as it is assigned.

Exams:
Two midterm exams and a comprehensive final exam will test the student’s knowledge.

PREREQUISITES
You should have done Financial and Managerial Accounting courses as prerequisites. We will draw heavily on both the courses for an in depth understanding of the costing, pricing, budgeting, performance evaluation, inventory management and other decision making skills to enhance the profitability of a business.

ACADEMIC INTEGRITY
I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (http://academicintegrity.rutgers.edu/)

I will strongly enforce this Policy and pursue all violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through SafeAssign or Turnitin, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

CLASSROOM CONDUCT
I expect you to have respect for the instructor as well as your fellow students. Therefore, leave your cell phones in your backpacks and pay attention throughout the class. If you use your computer to take notes and follow slides, stay focused. Do not view other websites, email, etc. during class. If you are using your computer to look at non-class related sites, you will be distracting students who want to learn.

The practice problems in class will be picked from the textbook. Please bring the book to each class or, at least, have a printed copy of the relevant chapter assignment material. Please understand that trying to share the book for a homework problem, waiting for the book to download on your phone, looking for pens and calculators are distractions for everybody and reduce our time to solve problems.

If you choose to sit with your friends, please do not talk or discuss loudly.
EXAM DATES AND POLICIES

We will have three exams during the semester with weights indicated above. The exams will resemble the class quizzes, the online quizzes as well as the home work problems closely, but in a multiple choice format.
All examinations are ‘closed book’ and make-up examinations will not be given. If you miss the exam for a medical reason, your grade on the other two exams will be proportionately increased. Missing exam for any other reason will earn you a zero. I will evaluate your request to take a make-up exam for a valid reason and allow it if necessary.
Final exam will be cumulative and will test all the concepts covered in the course.
Please note that your final exam is on a Sunday- make all necessary arrangements to take it on the scheduled day.

During all exams, the following rules apply:
- If you have a disability that influences testing procedures, provide me an official letter from the Office of Disability Services at the start of the semester.
- No cell phones, Apple Watches or other electronics are allowed in the testing room.
You must show a valid Rutgers photo ID to enter the room and to turn in the exam.
- Alternate seating; do not sit next to another student or in your usual seat.
- Use the bathroom prior to the exam start; bathroom breaks, if essential, will be escorted.
- Your exam will not be accepted unless you sign the Honor Pledge.

GRADING POLICY

Course grades are determined as follows:

<table>
<thead>
<tr>
<th>Points</th>
<th>Assignment</th>
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<tbody>
<tr>
<td>20</td>
<td>Exam 1</td>
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<tr>
<td>20</td>
<td>Exam 2</td>
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<tr>
<td>25</td>
<td>Final Exam</td>
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<tr>
<td>10</td>
<td>Homework</td>
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<tr>
<td>10</td>
<td>Online Quizzes</td>
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<tr>
<td>10</td>
<td>In-class Quizzes</td>
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<tr>
<td>5</td>
<td>Class Presentation</td>
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<td>100</td>
<td>Total</td>
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There is no extra credit in this course. You will be graded only on the actual performance in the exams and other criteria mentioned earlier: I cannot grade based on personality or judge what you deserve

Grade posting: Midterm grades will be posted in Canvas. Final grades will be posted in REGIS. Warning grades will be posted in REGIS.
Your final grade is not subject to negotiation. If you feel I have made an error, submit your written argument to me within one week of receiving your final grade. Clarify the precise error I made and provide all supporting documentation. If I have made an error, I will gladly correct it. But I will adjust grades only if I have made an error.

I cannot and will not adjust grades based on consequences, such as hurt pride, lost scholarships, lost tuition reimbursement, lost job opportunities, or dismissals. Do not ask me to do so. It is dishonest to attempt to influence faculty in an effort to obtain a grade that you did not earn, and it will not work.

**Homework:**

The homework will be assigned after each class. It is your duty to check MAL for assignments and due dates.

For the first assignment, I suggest that you register and start early, so that you can identify any problem in either accessing the site or figuring out how to do and submit homework. Since the system is automated, I cannot allow anyone to submit homework after the due date due to not having registered or not knowing how to submit it.

My Accounting Lab will allow students to work on an assignment, save it and then work on it later. My Accounting Lab will not grade an assignment until the work is submitted for grading. While a grade for submitted homework appears instantly, students will not see all of the correct answers for a particular assignment until the time an assignment is due. For example if a particular assignment is due, the system will provide the answer(s) to the assigned homework at Noon on this date. As a result, it is pointless to try to submit homework after the due date and time.

The homework assignments that appear online in my accounting lab perfectly correlate to those in our textbook. For example, if I assign exercise 5-18, this 18th exercise in Chapter 5 will be the same in both our textbook and in my accounting lab. Although most students like to fill in numbers directly into the slots, you will have an option on the site, which allows you to print a blank copy of the assigned homework.

**In order to provide for emergencies, I will drop the lowest three of your homework grades from the final calculations.**

If you have a technical question regarding my accounting lab, please contact technical support, which is available at the site via live chat. I will also be posting a handout on Canvas that will clarify the registration process further.

Please use the free access to the book even if you are not sure you will stay in the class. This way, you will not miss homeworks and lose points if you do decide to stay.

**Online Quizzes:**

There will be several online quizzes throughout the semester. These are meant to transition you from long homework problems to short, multiple-choice problems. They will be multiple-choice problems available on My Accounting Lab each weekend and you will be allowed sixty minutes to complete the quiz.

I suggest you come to class regularly and stay current with homeworks and you will do well in quizzes.
In order to allow everyone to “Bomb” a quiz or miss it once in a while, I will drop the lowest two of all quiz grades.

**In-class Quizzes:**

We simply cannot have a worthwhile learning experience if students come to class unprepared. Therefore, at the start of every class, I will administer a short, multiple-choice quiz to test your level of preparation. If you have read the material, the answers should be obvious. Because tardiness is disruptive to the class, it will be disruptive to the tardy student’s grade. The quiz will begin, allowing everyone to arrive and settle down. The quiz questions will be answered using the clickers. It is your responsibility to register your clicker and make sure that it is working. Please write your answers on paper and keep safely with you until the correct score appears on BB. If there is any discrepancy, please bring your paper work to the class TA. Unless you have written documentation, I cannot give you points if your clicker did not register any score for any reason.

Clicker automatically records your presence when you answer a question. So if you are missing the class for any reason, it is fair that your class score that day should be zero. However, Showing up does not necessarily constitute acceptable attendance. If you are caught cheating, leaving the classroom after the quiz, sleeping, texting, internet-surfing or engaging in other non-class related activities, I retain the right to lower your clicker points.

Please note that there is no make up or excused absences from in-class quizzes. However, It is fine if you are missing a class once in a while and therefore miss the class quiz, as long as you learn the material before the next class. In order to allow everyone to “Bomb” a quiz or miss class, I will drop 20 percent of all quizzes for grading purposes. This means that you can miss 20 percent of all classes during the semester without any consequences on your in class quiz grade.

It is helpful to keep an extra battery for the clicker- I have had students whose clicker is out of battery in the middle of the quiz.

**Class-Presentations**

As important as it is to learn Accounting concepts and solve problems, it is equally important in the business world to speak clearly, effectively and present your ideas to others. We will ask you to do one presentation during the semester: It will be an individual presentation. The details and the sign-up sheet will be provided shortly after the class begins.

**Data Analytics**

In order to prepare our students for working with today's accounting firms, we would like to develop stronger analytical skills so they can use Big Data to find patterns in customer behavior and market trends to drive company strategy. We will incorporate some assignments that will polish your skills in using Excel and developing predictive ("what will be") and prescriptive analysis ("What should we do?").
<table>
<thead>
<tr>
<th>Class #</th>
<th>Topic</th>
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<tbody>
<tr>
<td>1</td>
<td>Intro and Review of Managerial&lt;br&gt;Ch. 12: Pricing Decision and Cost Management&lt;br&gt;&lt;<strong>MAL online:</strong> Home work Chap.12</td>
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<td>2</td>
<td>Review of Ch. 12&lt;br&gt;&lt;<strong>MAL online:</strong> Homework and Quiz Chap.12</td>
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<tr>
<td>3</td>
<td>Ch.13: Strategy, Balanced Scorecard and strategic profitability Analysis.&lt;br&gt;&lt;<strong>MAL online:</strong> Home work Chap.13</td>
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<td>4</td>
<td>Review of Ch. 13&lt;br&gt;&lt;<strong>MAL online:</strong> Homework and Quiz Chap.13</td>
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<tr>
<td>5</td>
<td>Ch. 14: Cost Allocation, Customer Profitability Analysis, and Sales Variance Analysis&lt;br&gt;&lt;<strong>MAL online:</strong> Home work Chap.14</td>
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<td>6</td>
<td>Review of Ch. 14&lt;br&gt;&lt;<strong>MAL online:</strong> Homework and Quiz Chap.14</td>
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<tr>
<td>7</td>
<td>Ch. 15: Allocation of Support Development Costs, Common Costs and Revenues&lt;br&gt;&lt;<strong>MAL online:</strong> Home work Chap.15</td>
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<td>8</td>
<td>Review of Ch. 15&lt;br&gt;&lt;<strong>MAL online:</strong> Homework and Quiz Chap.15</td>
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<tr>
<td>9</td>
<td>Exam 1 Review</td>
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<td>10</td>
<td>Midterm Exam I (Chapters 12 through 15)</td>
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<td>11</td>
<td>Ch. 16: Cost Allocation: Joint Products and Byproducts&lt;br&gt;&lt;<strong>MAL online:</strong> Home work Chap.16</td>
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<td>Week</td>
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<td>12</td>
<td>Review of Ch. 16</td>
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<td>13</td>
<td>Ch. 17: Process Costing</td>
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<td>14</td>
<td>Review of Ch. 17</td>
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<td>15</td>
<td><strong>Chapter 18:</strong> Spoilage, Rework &amp; Scrap</td>
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<td>16</td>
<td>Review of Ch. 18</td>
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<td>17</td>
<td><strong>Chapter 19:</strong> Balanced Scorecard: Quality, Time and Theory</td>
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<td>18</td>
<td>Review of Ch. 19</td>
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<td>19</td>
<td>Exam 2 Review</td>
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<td>20</td>
<td>Midterm Exam II (Chapters 16 through 19)</td>
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<td>21</td>
<td><strong>Chapter 20:</strong> Inventory Management, Just-in-Time and Back flush Costing</td>
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<td>22</td>
<td>Review of Ch.20</td>
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<td><strong>NO CLASS:</strong></td>
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<td>23</td>
<td><strong>Chapter 21:</strong> Capital Budgeting and Cost Analysis</td>
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<td><strong>NO CLASS:</strong></td>
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<td>24</td>
<td>Review of Ch. 21</td>
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<td>Day</td>
<td>Topic</td>
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<td>25</td>
<td><strong>Chapter 22:</strong> Management Control Systems, Transfer Pricing, and Multinational Considerations</td>
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<td>26</td>
<td><strong>Chapter 23:</strong> Performance Measurement, Compensation, And Multinational Considerations</td>
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<td>27</td>
<td>Review of Ch. 23</td>
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<td>28</td>
<td><strong>(Last Class)</strong></td>
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<td>29</td>
<td>Final Exam</td>
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SUPPORT SERVICES


[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]
[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are pregnant, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]
[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek religious accommodations, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]
[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of gender or sex-based discrimination or harassment, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at http://vpva.rutgers.edu/.

[Rutgers University-New Brunswick incident report link: http://studentconduct.rutgers.edu/concern/. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]
[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7. You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish
to speak with a staff member who is confidential and does not have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via https://temporaryconditions.rutgers.edu.

If you are a military veteran or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. http://veterans.rutgers.edu/

If you are in need of mental health services, please use our readily available services.
[Rutgers University-Newark Counseling Center: http://counseling.newark.rutgers.edu/]
[Rutgers Counseling and Psychological Services–New Brunswick: http://rhscaps.rutgers.edu/]

If you are in need of physical health services, please use our readily available services.
[Rutgers Health Services – Newark: http://health.newark.rutgers.edu/]
[Rutgers Health Services – New Brunswick: http://health.rutgers.edu/]

If you are in need of legal services, please use our readily available services: http://rusls.rutgers.edu/

Students experiencing difficulty in courses due to English as a second language (ESL) should contact the Program in American Language Studies for supports.
[Rutgers–Newark: PALS@newark.rutgers.edu]
[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional academic assistance, please use our readily available services.
[Rutgers University-Newark Learning Center: http://www.ncas.rutgers.edu/rlc
[Rutgers University-Newark Writing Center: http://www.ncas.rutgers.edu/writingcenter]
[Rutgers University-New Brunswick Learning Center: https://rlc.rutgers.edu/]

[Optional items that many faculty include:
- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.
- Students must sign, date, and return a statement declaring that they understand this syllabus.]