



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline

**RSM322H1F**  
**Management Accounting and Decision Making**  
**Fall 2018**

<b>Class time, location and instructor</b>	L0101	Tuesday	10am-12pm	WO35	Eszter Palancz
	L0201	Tuesday	2pm-4pm	WO35	Eszter Palancz
	L0301	Tuesday	4pm-6pm	WO30	Amy Kwan
	L0401	Tuesday	6pm-8pm	WO30	Amy Kwan

	<b>Instructor</b>	<b>Email*</b>	<b>Office</b>	<b>Office Hours**</b>
<b>Instructor Contact Info</b>	Amy Kwan	amyk.kwan@utoronto.ca	RT511	Tues & Wed 6:15pm-7pm
	Eszter Palancz	eszter.palancz@rotman.utoronto.ca	tbd	Tues 12:30-1:30pm
	<p><i>*Please remember to include "RSM322" at the beginning of the email subject line</i>  <i>**To schedule an appointment, please send an e-mail in advance to let instructors know what you would like to discuss.</i></p>			

<b>Head TA</b>	Keith Yuen (kaiho.yuen@utoronto.ca) Note: The TA should be your first point of contact regarding administrative matters and the writing assignment.
<b>Course Websites</b>	Course Site: <a href="https://q.utoronto.ca">https://q.utoronto.ca</a>
<b>Prerequisite</b>	Rotman Commerce: RSM222H
<b>Required text</b>	<p>Jerrold Zimmerman, <i>Decision Making and Control</i>, 9th edition, McGraw Hill Irwin. See information on the course website for purchasing options.</p> <p><i>Managerial Accounting and Decision Making Case Book, RSM322 Fall 2018</i>, custom e-book published by McGraw Hill Ryerson on the <i>Create</i> web site. Instructions for accessing the e-book are provided on course web site.</p>

## Course Scope and Mission

Management accounting is concerned with the financial and non-financial information used by managers inside specific organizations to make strategic, organizational, and operational decisions. A critical issue in management is how to identify relevant information for different decision-making needs.

This course is structured around two important driving forces that determine the relevance of information – organizational structure and strategy. In this course, you will study advanced managerial accounting techniques, which extend the introductory knowledge acquired in RSM222. In addition, you will learn new techniques that will allow you to manage resources more effectively in a complex business environment.

It is not sufficient to simply learn which data in a company is relevant and how to analyze the data. Managerial accountants must also be able to explain their analysis of a scenario to non-accountants within their organization. Therefore, the course will also focus on developing case writing and presentation skills suitable to professionals working in a consultative practice in any discipline. The case analysis will reinforce concepts learned in RSM222 and integrate knowledge from other business disciplines, such as finance, marketing, strategy and other areas of accounting.

## EVALUATION AND GRADES

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

Evaluation	Weight	Date(s)
Class/Course Participation	10%	Ongoing
Individual Assignments	30%	Ongoing
Group Presentation and Case Debriefing	25%	Per schedule
Final Exam	35%	Final Examination period
<b>Total</b>	<b>100%</b>	

## REQUIREMENTS AND CRITERIA

### Class/Course Participation

Class discussion is an essential part of learning, and it is also the most interesting way to conduct a class. Class participation will enhance your presentation and communication skills, which will help you in recruiting and in your career. Students are expected to prepare in advance for classes, attend classes and to contribute to discussions on a *constructive and regular* basis. You will not earn participation points by simply attending the classes.

The primary goal of the individual participation portion of the grade is to reward you for your preparation and individual contribution to the learning environment. It includes, but is not limited to, asking and answering questions, in-class participation work etc. Students are required to bring their name cards to every class and *must* attend the section that they are registered for in order to earn participation points, and to earn marks for the group project.

Professionalism is a component of class contribution. All cell phones should be put away and turned off during class and laptops should be used for class purposes only. Late arrivals, unexplained absences and disruptive behaviour, including Internet surfing will be penalized via the class contribution assessment.

## **Individual Assignments**

The assignments will be based on the case “Summer Swim Academy”. The case is available in *Managerial Accounting and Decision Making Case Book, RSM322 Fall 2018*, custom e-book.

<b>Assignment</b>	<b>Task</b>	<b>Value</b>	<b>Week due*</b>
A	Competitive analysis of firm using PESTE and Porter's 5 forces. Identification of firm strategy and problem.	15%	Week 4
B	Identification and analyses of alternatives. Comparison of alternatives, conclusion and specific recommendations for action.	15%	Week 7

\*Submission instructions will be posted on Quercus/Portal

For **Assignment A**, identify the problem in the case and do the background industry analysis. In Assignment A, students will be expected to use the electronic databases as well as other resources in researching the background of the industry in which the company operates. There will be a short seminar provided by the BIC librarian to introduce you to some of the methods used to obtain information from the electronic databases including NAICS and SIC codes. All statements regarding the company and industry should be backed up by research data. All research should be directly related to the company in the case. Students are also expected to identify the strategy of the company and what their role is in providing information (member of the staff, external consultant, etc.) This should be written as a business memo.

**Assignment B is a continuation of assignment A.** For assignment B, identify the alternative actions to solve the problem and to do any technical and qualitative analysis required by the alternatives suggested. Remember – these are accounting cases and your quantitative analysis is very important. You should base your underlying assumptions in your quantitative analysis on your research and your strategy/problem identified in Assignment A. You will be asked to draw conclusions and make recommendations based on your analysis. The case questions at the end of the case should be used as guidance for the solution, but simply answering the questions is not sufficient.

Instructions regarding the length and the format of the assignments will be announced on portal. The assignments must be submitted electronically through the Portal link provided.

## **Group Presentation and Case Debriefing**

Students should form groups of up to 6 students per group during the first class. The instructor might adjust this number in order to accommodate variations in class sizes. The group will work as a studying unit throughout the term. Students are responsible for finding a group and should inform the instructor of the composition of each group.

The case assignments will be distributed to the groups in the following way:

- Groups will be given a group number which, along with the names of group members should be used to identify all group work.
- The group number corresponds to a case found in the *Managerial Accounting and Decision Making Case Book, RSM322 Fall 2018*, custom e-book, under “Cases for Presentation”. The date of the case presentations is identified on the weekly class schedule. There will be two case presentations per class beginning in Week 7.
- The case presentations should be maximum twenty minutes in length. The time limit will

- be strictly adhered to and be part of the assessment.
- All group members must participate in the presentation as a presenter.

Feedback on each presentation will be provided, and marks will be disclosed after all presentations are finished.

Each group is required to email an electronic version of the presentation slides to the instructor by noon before the day of the presentation. The requirements for file format and labeling will be posted on the course website. In addition, each group hands in a hard copy of their presentation slides printed out in a handout format to the instructor in class before the presentation.

#### Case debriefing:

After the presentation, each presenting group is required to conduct a 2 - 3 minute debriefing of the case to the class in which they will discuss the group dynamics. The purpose of the debriefing is to help other students gain insight into how issues involving group dynamics were handled.

It is critical for all groups to meet at least once a week to prepare and discuss the case before each class. Each group member is expected to contribute to the group discussion and the preparation of the case presentation.

Should there be any concern about free-riders in group work, group leaders should inform the instructor as soon as possible. The instructor reserves the right to award the mark of zero to any student who is working ineffectively in a group.

If time permits, part of the class time will set aside for group work and consultation with the instructor. In addition, the class time in week 6 is dedicated entirely to presentation coaching.

#### Final Examination

The final examination will be held during the formal examination period. The date and time of the final examination will be announced by the Faculty of Arts and Science. The format of the final exam will be announced on portal and it will cover materials from the entire course.

No study aids are allowed. You may use a non-programmable hand-held calculator.

### COURSE FORMAT AND EXPECTATIONS

#### **Turnitin.com:**

Normally students will be required to submit their course essays to Turnitin.com for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the university's use of the Turnitin.com service are described on the Turnitin.com website.

#### **For Written Assignments:**

Please note that clear, concise, and correct writing will be considered in the evaluation of Case Assignments and Peer Feedback. That is, you may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (<http://www.studentlife.utoronto.ca/asc>) or one of the College Writing Centres ([www.writing.utoronto.ca/writing-centres](http://www.writing.utoronto.ca/writing-centres)). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

## **For Group Work:**

The Group Presentation requires students to work in teams of 6.

Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

1. Read the document entitled, “Working in Teams: Guidelines for Rotman Commerce Students” which is available on the RC portal under the Academic Services tab.

2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:

Conflicts are part of the team’s process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with the Rotman Commerce Team Coach\*\* as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

\*\*For an appointment with a Rotman Commerce Team Coach, please contact Nouman Ashraf at [nouman.ashraf@rotman.utoronto.ca](mailto:nouman.ashraf@rotman.utoronto.ca) Nouman is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach’s role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

## **POLICY AND PROCEDURE**

### **Missed Tests and Assignments (including midterm examinations)**

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **2 business days** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted

**Note that the physician’s report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a later report of illness made by the student to a physician.**

Students who follow the above procedures may have his or her individual marks reallocated to the final exam. Group assignment(s) will need to be discussed with the course instructor on a case by case basis. If you fail to provide the required documentation, you will be assigned a mark of zero. There will be no make-up tests or assignments.

### **Late Assignments**

All assignments are due on the date specified in the course outline or instructions provided, unless otherwise announced in class and posted on Portal. No late assignments will be accepted. If appropriate documentation is provided, the value of the missed assignment will be added to the final test.

Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

### **Accessibility Needs**

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible:

[accessibility.services@utoronto.ca](mailto:accessibility.services@utoronto.ca) or <http://www.studentlife.utoronto.ca/as>.

### **Academic Integrity**

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

#### *The University of Toronto's Code of Behaviour on Academic Matters*

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> outlines the behaviours that constitute academic misconduct, the process for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

### **Email**

At times, the course instructor may decide to communicate important course information by email. As such, all UofT students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up AND properly entered on the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

### **Quercus and the Course Page**

The online course page for this course is accessed through Quercus. To access the course page, go to [q.utoronto.ca](http://q.utoronto.ca) and log in using your UTORid and password. Once you have logged in, you will be at the Quercus Dashboard. On this page you will see all of the courses you are presently enrolled in. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours.

### **Recording Lectures**

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

### **Saving Paper in Courses**

"Each year at U of T, an estimated 10 million sheets of paper are used in the printing of lecture slides, tests, assignments, and other course materials in 1st and 2nd year courses alone" (Sustainability Office, University of Toronto). Please do your part in helping to conserve paper in this (and all other) courses. Consider the following ideas:

- Avoid printing electronic documents – get used to working with them from digital format (you will need to do this in your professional careers);
- Make your own notes in electronic documents (e.g. MS Word, MS Excel, Google Docs, etc);
- If you are printing, make sure you select double-sided printing (available at all libraries);
- Take leadership and share your concerns and ideas with all of us so we can improve our practices.

## **RSM322 FALL 2018 – WEEKLY CLASS SCHEDULE\***

Class	Week of	Topic	Readings**	Assignments and Presentations
1	Sept. 10	Course Review, Responsibility Accounting Introduction to Case Analysis	J.Z: Ch 1, Ch.5: Part A1.2.3	
2	Sept. 17	Introduction to Case analysis (cont.) The Relationship between Strategy and Cost Management. Organizational Architecture	J.Z: Ch.4	
3	Sept. 24	The Relationship between Strategy and Cost Management (cont.)	e-book: Case example: BW Manufacturing Co. e-book: Readings on Cash Flows	
4	Oct. 1	Advanced Control in an Engineered Cost Centre.	J.Z: Ch.12: Part A, C	Assignment A due on Oct. 5, 8PM
5	Oct. 8	Advanced Control in an Engineered Cost Centre. (cont.)	J.Z: Ch.14: Part B, C	
6	Oct. 15	Presentation coaching		
7	Oct. 22	Advanced Control in Revenue and Discretionary Cost Centres.	J.Z: Ch.6, Ch. 13: Part C e-book: Readings: ABC	Assignment B due on Oct. 26, 8PM Presentations 1, 2
8	Oct. 29	Advanced Control in a Profit Centre	J.Z.: Ch.7 : Part A, B Ch. 8: Part A, C	Presentations 3, 4
9	Nov. 5	Reading Week: No Classes		
10	Nov. 12	Advanced Control in a Profit Centre (cont.)	J.Z.: Ch. 7, C.3 Ch.10: Part A, B, Ch.11	Presentations 5, 6
11	Nov. 19	Advanced Control in a Profit Centre (cont.) / Advanced Control in an Investment Centre	Ch.5: Part B	Presentations 7, 8
12	Nov. 26	Advanced Control in an Investment Centre (cont.)	J.Z.: Ch.3, Ch. 5: Part A.4	Presentations 9, 10
13	Dec. 3	Advanced Control in an Investment Centre (cont.) Wrap-up		

\*Class schedule is subject to revision.

\*\* All chapter references under Readings (e.g. J.Z. Ch.5: Part A) are for Jerrold Zimmerman, *Decision Making and Control*, 9th edition, McGraw Hill Irwin. .

\*\*All e-book references under Readings are for *Managerial Accounting and Decision Making Case Book, RSM322 Fall 2018*, custom e-book published by McGraw Hill Ryerson on the *Create* web site.

Last day to drop course without academy penalty is Monday Nov. 5, 2018.