

**ACC715 – Advanced Management Accounting**  
Summer III 2016  
July 11<sup>th</sup> -August 12th

Webpage: <http://webcampus.nevada.edu>

**PREREQUISITES:** Admission to the graduate college or senior status with 3.0 GPA or better.

**COURSE DESCRIPTION:** This course covers the fundamentals of management control systems as well as sustainability accounting. Topics include: Financial Leadership and the role of the CFO; Ethics; Performance Evaluations; Balance Scorecards; and Sustainability and Social Responsibility Reporting.

Each topic is organized as a *Learning Unit*. Within each learning unit you will be asked to do a variety of activities: read the corresponding text chapter, take a test based on the textbook materials, and read and complete the quiz associated with professional readings. Each element of the *Learning Unit* must be complete by the assigned date. No late assignments will be accepted; however you can complete tasks early.

PLEASE read through the entire syllabus and familiarize yourself with the nature of the course and my expectations. If you have difficulty with independent learning you may not wish to take this course.

**STUDENT LEARNING OUTCOMES:**

- Students will be able to explain how the ethics and leadership provided accountants impacts modern businesses.
- Students will be able to evaluate relevant issues related to performance measurement and the balanced scorecard.
- Students will be able to identify issues related to corporate social responsibility, sustainability, and integrated reporting.
- Students will be able to summarize elements of the literature related to management accounting.

**REQUIRED TEXT:**

- UNLV BOOKSTORE – WILEY CUSTOM TEXTBOOK

*Advanced Management Accounting*

Select chapters from “Cost Management: Measuring, Monitoring, and Motivating Performance” 2<sup>nd</sup>  
Ed. By Eldenberg and Wolcott

Direct purchase from Wiley (ebook or hard copy): <http://www.wiley.com/WileyCDA/Section/id-828463.html> Hard copy \$35.95 plus shipping, eText: \$22.95

**COURSE GRADES:** Grades will follow a standard scale and points are allocated as follows:

Reading quizzes	130
Chapter quizzes	240
CPA Practice Exam for BEC*	30
Total	400

Points	Grade
400-376	A
375-360	A-
359-348	B+
347-332	B
331-320	B-
319-308	C+
307-280	C

Please note: In your online grade book the Reading quizzes are RQ1 through RQ13.

**READING QUIZZES:** There is a tremendous body of literature related to the topics of management accounting. These articles often provide more insight than a lecture or textbook may offer and are often tied to actual company activity. In an effort to assure that each student reads the assigned articles, you must complete an on-line quiz related to the reading. You must do these quizzes INDIVIDUALLY.

All the articles for the reading quizzes can be retrieved from the UNLV library. The articles can be found in the Accounting and Tax electronic database. You can access the articles as follows:

1. Go to <https://www.library.unlv.edu/>
2. Select the **All Library Databases** (right hand side of the page under the RESEARCH heading)
3. Select **Accounting** in the Subject box, then **Accounting& Tax**
4. Select Advanced as your means of doing a search
5. I find the best way to find the articles is to search for “Strategic Finance” as the Publication title and the first author’s last name as the Author.

**CHAPTER TESTS:** The chapter tests will be short tests of the materials covered in the text and homework problems. You must do these tests INDIVIDUALLY. Test can only be opened once and are timed. Make sure you have adequate time available before opening the tests.

**IMPORTANT DATES:** Under the UNLV drop policy, drops will be accepted through the TOUCH system until July 17th without the student being subject to a grade. No drops or withdrawals will be accepted after that date.

#### **COURSE POLICIES:**

1. All students taking accounting courses must read and sign the UNLV Accounting Department Academic Integrity Policy. No grades for assigned materials or exams will be released if a signed copy of the policy is not returned to the instructor. Please submit the academic integrity policy in the Assignment Dropbox. Once I have verified your submission you will see a 0 in the gradebook.

## UNLV POLICIES:

**Academic Misconduct**—Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: <https://www.unlv.edu/studentconduct/student-conduct>.

**Copyright**—The University requires all members of the University Community to familiarize themselves with and to follow copyright and fair use requirements. **You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws.** Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: <http://www.unlv.edu/provost/copyright>.

**Disability Resource Center (DRC)**—The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

**Religious Holidays Policy**—Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor **within** the first 14 calendar days of the course for fall and spring courses (excepting modular courses), or **within** the first 7 calendar days of the course for summer and modular courses, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: <http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

**Transparency in Learning and Teaching**—The University encourages application of the transparency method of constructing assignments for student success. Please see these two links for further information:

<https://www.unlv.edu/provost/teachingandlearning>

<https://www.unlv.edu/provost/transparency>

**Incomplete Grades**—The grade of I—Incomplete—can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student's control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving "I" grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F

will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

**Library**—Students may consult with a librarian on research needs. For this class, the subject librarian is [https://www.library.unlv.edu/contact/librarians\\_by\\_subject](https://www.library.unlv.edu/contact/librarians_by_subject). UNLV Libraries provides resources to support students' access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu/>.

**Tutoring and Coaching**—The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit <http://www.unlv.edu/asc> or call 702-895-3177. The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of the SSC (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TEB second floor.

**UNLV Writing Center**—One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>.

**Rebelmail**—By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always [@unlv.nevada.edu](mailto:@unlv.nevada.edu). **Emailing within WebCampus is acceptable.**

**Final Examinations**—The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: <http://www.unlv.edu/registrar/calendars>.

### **Tentative Schedule**

#### **UNIT 1 – FINANCIAL LEADERSHIP AND THE DYNAMIC ROLE OF THE CFO**

**Learning objective:** *To develop an understanding of the role the CFO and management accounting staff plays within an organization.*

1. Textbook Reading: Chapter 1 – The of Accounting Information in Management Decision Making
2. Suggested Homework: Questions 1, 2, 6, 7, 12, 13, 14
3. **Reading Quiz 1 (10 points)** – Macgregor, Jason, Charles Stanley, and Martin Stuebs. 2016 “Making the Right Calls”. *Strategic Finance* (April): 32-39.
4. **Reading Quiz 2 (10 points)** – Tarasovich, Barbara and Bridget Lyons. 2015. “What’s in Your Leadership Tool Box?”. *Strategic Finance* (March): 40-47.
5. **Chapter 1 Test (55 points)**

**All work in this unit must be completed by 6pm on Friday, July 15th**

## UNIT 2 – ETHICS ISSUES IN ACCOUNTING

**Learning objective:** *To understand the importance of establishing and maintaining an ethical culture, whistle blowing and the impact on the organization*

1. Sign and return the “Department of Accounting Academic Integrity Policy” to the Assignment Dropbox on Webcampus
2. Read: Chapter 1 appendix (pages 18-23)
3. **Reading Quiz 3** – Mastilak, Christian, Linda Matuszewski, Fabienne Miller, and Alexander Woods. 2011. “Designing Honesty into Your Organization.” *Strategic Finance* (December): 35-40
4. **Reading Quiz 4** – Fredin, Amy. 2012 “The Unexpected Cost of Staying Silent”. *Strategic Finance* (April): 52-59
5. **Reading Quiz 5** – MacGregor, Jason, Michael Robinson, and Martin Stuebs. 2014. “Creating an Effective Whistle Blowing Environment”. *Strategic Finance* (March): 35-40.
6. **Reading Quiz 6** – Boyle, Douglas, James Boyle, and Brian Carpenter. 2016. “SEC Supercharges Whistleblower Programs”. *Strategic Finance* (March): 36-43.

**All work in this unit must be completed by 6pm on Wednesday, July 20th**

## UNIT 3 –PERFORMANCE EVALUATION AND COMPENSATION

**Learning objective:** *This unit serves as an introduction to the broad topic of management control systems as well as provides an understanding of various organizational structures and the associated methods that can be used to evaluate a unit’s performance, the advantages/disadvantages of each and how the performance evaluation system affects decision making, and how to link performance evaluation systems to strategy.*

1. Read: Chapter 15 pp, 582-599 – Performance Evaluation and Compensation
2. Suggested Homework: Review Questions 1-4, 8, 9 Exercises: 17, 19, 22, 23, 28, 32
3. **Reading Quiz 7** - Shortridge, Rebecca Toppe and Saokun Carol Yu. 2011. “The Evolution and Growth of Corporate Control Systems”. *Strategic Finance* (June): 51-55.
4. **Chapter 15 Test (75 points)**

**All work in this unit must be completed by 6pm on Wednesday, July 27th.**

## UNIT 4 – STRATEGIC PERFORMANCE MEASUREMENT

**Learning objective:** *To understand the use of balanced scorecards and issues surrounding the use of nonfinancial measures of performance.*

1. Read: Chapter 16 – Strategic Performance Measurement
2. Suggested homework: Questions 1, 2, 4, 14, 15 Exercises 20, 27
3. **Reading Quiz 8** - Kershaw, Russ and Susan Kershaw. 2001. Developing a Balanced Scorecard to Implement Strategy at St. Elsewhere Hospital”. *Management Accounting Quarterly* (Winter): 28-35. (NOT in the library – will be provided on webcampus)
4. **Reading Quiz 9** - Frigo, Mark. 2012. “The Balanced Scorecard: 20 years and Counting”. *Strategic Finance* (October): 49-53.
5. **Chapter 16 Test (55 points)**

**All work in this unit must be completed by 6pm on Wednesday, August 3rd.**

## UNIT 5 – SUSTAINABILITY/CORPORATE SOCIAL RESPONSIBILITY

**Learning objective:** *To understand accounting and reporting issues related to corporate sustainability and social responsibility.*

1. Read: Chapter 17 Sustainability Accounting
2. Suggested Homework: Review Questions 1, 3, 12, 13 Exercises: 18, 21
3. **Reading Quiz 10** – Barton, Timothy and John MacArthur. 2011. “A New Hue of Green for the Management Accountant”. *Strategic Finance* (March):36-47.
4. **Reading Quiz 11** – Epstein, Marc, and Adriana Rejc Buhovac. 2014. “A New Day for Sustainability”. *Strategic Finance* (July) : 25-33
5. **Reading Quiz 12-** AICPA 2015 “The CPA’s Role in Sustainability Assurance” (NOT in library – will be provided on Webcampus)
6. **Reading Quiz 13** – Dzinkowski, Ramona. 2015. “What’s Next for Corporate Reporting?”. *Strategic Finance* (October): 39-45.
7. **Chapter 17 Test (55 points)**

**All work in this unit must be completed by 6pm on Wednesday, August 10th.**

### **FINAL: CPA PRACTICE EXAM – BEC**

**Due Friday August 12<sup>th</sup> by 10pm**

The materials covered in this course are part of the materials tested in the BEC section of the CPA exam. To give you experience in preparing for the CPA exam you will be required to take a test through the **Becker Accounting Masters website**.

You will receive an invitation to join the class by the end of the first week of the summer session. Once you join the class you will see a practice exam and the final exam. Once you open the final you must complete the test in one sitting. The test is structured very similar to the CPA exam.