



**Accounting and Financial Management Services**  
**Managerial Accounting – IBH 2BA3**  
**Course Outline**

Professor: Dr. S. M. Khalid Nainar

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**Please note you must use your McMaster email address for correspondence.** Do not use Gmail (or similar) account to send it on behalf of McMaster or any other aliases. Also, do not use Avenue email for correspondence. You must send it from your McMaster account.

Office Hours: Thursdays 11:30 am – 12:20 pm

Other hours: *By Appointment (In-person /Zoom) or Walk-in!*

Teaching Assistant:

Email: See Avenue, Assessments/Grades to view assigned TA.

Course Sites:

*Avenue*

<http://avenue.mcmaster.ca>

Please select IBH 2BA3: Managerial Accounting

*Tophat*

<https://app.tophat.com/e/847279>

Course Objective and Description:

This course examines managerial decision-making as it relates to both the *internal* organization of a firm's activities and the firm's *relationship* with its external environment. The focus will be on how the managers can use accounting data and related information in decision-making, planning and control. However, a good portion of class discussions will focus on the economic basis for managerial accounting techniques and limitations involved in their use.

This course is concerned with the analysis of and accounting for costs, inventory valuation, managerial planning, and control. The nature and behaviour of costs as well as the usefulness and limitations of accounting data for these purposes will be studied. Managerial accounting, while providing some data for financial statements prepared for external users, has as its primary purpose the development and presentation of information useful to management both for planning and for the control of costs.

This course in managerial accounting will include basic materials on terminology and ideas, activity-based costing, product costing systems, allocation of joint and common costs, direct costing versus absorption costing, cost-volume-profits relationships, relevant costing, pricing, budgeting, standard costing, and variance analysis. Responsibility accounting and performance management will also be introduced. We will also explore “game theory” and its applications to modern business in the context of accounting.

This orientation will help **all** students (whether or not you are aiming for an *accounting* (a.k.a finance on the street) career), understand **what** accounting can do for decision makers, and via that **why** accounting exists, **why** and **how** it works the way it does, and **why** and **when** there are controversies over managerial accounting techniques.

## Course Elements

|                     |                  |                |                    |
|---------------------|------------------|----------------|--------------------|
| Credit Value: 1     | Team Skills: Yes | IT skills: Yes | Global: Yes        |
| Verbal Skills: Yes  | Numeric: Yes     | Political: Yes | Participation: Yes |
| Written Skills: Yes | Innovation: Yes  | Social: Yes    | Web: Yes           |

## Textbook

HP Hilton, R and D. Platt, Managerial Accounting: Creating Value in a Dynamic Business Environment, 13<sup>th</sup> Edition, 2023, McGraw Hill

JM Miller, Game Theory at Work (selected Chapters), bundled book, McGraw Hill

ISBN: 9781265643423; Price = \$94.95. **The deadline for Inclusive access is January 19, 2024.**

**E-bundled** - HILTON, MANAGERIAL ACCOUNTING 13E CNCT + CUSTOM EB 180DAY Edition: 13  
Lead Author: HILTON MILLER

For students who want hard-copy loose-leaves, you can upgrade from Connect for \$30+shipping charges.

**Please visit the QR code below to the course materials listing for your course under the Bookstore's Inclusive Access program:**

**ALL ABOUT INCLUSIVE ACCESS**

**IBH 2BA3**

bit.ly/W24-IBH2BA3

**LAST DAY TO MAKE CHANGES: JANUARY 19, 2024**

**INCLUSIVE ACCESS DETAILS**

- > be sure to register through Avenue to Learn before the deadline using your McMaster email address
- > start using your materials!
- > your student account will be charged

**TO OPT OUT**

- > use the link or QR code to opt out before the deadline
- > you will lose access to your materials after the deadline
- > your student account will not be charged

Note: In addition, I plan to distribute additional materials as we go along which all will be posted on Avenue. Students are strongly advised to bookmark / subscribe to a financial newspaper, such as *Wall Street Journal*, *The Globe and Mail* or the *Financial Times* or read these papers in the Innis Room regularly. From time to time, we will draw on these sources for relevant current articles.

## Top Hat Platform

We will be using the Top Hat ([www.tophat.com](http://www.tophat.com)) classroom response system in class for enhanced learning experience. You will be able to submit answers to in-class questions using Apple or Android smartphones and tablets, laptops, or through text message.

You can visit the Top Hat Overview (<https://success.tophat.com/s/article/Student-Top-Hat-Overview-and-Getting-Started-Guide>) within the Top Hat Success Center which outlines how you will register for a Top Hat account, as well as providing a brief overview to get you up and running on the system.

An email invitation will be sent to you by email, but if don't receive this email, you can register by simply visiting our course website: <https://app.tophat.com/e/847279>

**Note: our Course Join Code is 847279**

Should you require assistance with Top Hat at any time, due to the fact that they require specific user information to troubleshoot these issues, please contact their Support Team directly by way of email ([support@tophat.com](mailto:support@tophat.com)), the in app support button, or by calling 1-888-663-5491.

## Internet Information Resources:

### Accounting Organizations

|   |   |
|---|---|
| Canadian Academic Accounting Association: | <a href="http://www.caaa.ca">http://www.caaa.ca</a>               |
| CPA Canada:                               | <a href="https://www.cpacanada.ca/">https://www.cpacanada.ca/</a> |
| American Accounting Association:          | <a href="http://aaahq.org">http://aaahq.org</a>                   |

### Regulators

|                                     |   |
|-------------------------------------|---|
| Ontario Securities Commission:      | <a href="http://www.osc.gov.on.ca">http://www.osc.gov.on.ca</a> |
| Securities and Exchange Commission: | <a href="http://www.sec.gov">http://www.sec.gov</a>             |

### News

|                      |   |
|----------------------|---|
| Wall Street Journal: | <a href="http://www.wsj.com">http://www.wsj.com</a>                             |
| CFO:                 | <a href="http://www.cfo.com">http://www.cfo.com</a>                             |
| The Globe And Mail:  | <a href="http://www.TheGlobeAndMail.com">http://www.TheGlobeAndMail.com</a>     |
| McKinsey Quarterly   | <a href="http://www.mckinseyquarterly.com">http://www.mckinseyquarterly.com</a> |
| BCG Perspectives     | <a href="http://www.bcgperspectives.com/">http://www.bcgperspectives.com/</a>   |
| SEClaws              | <a href="http://www.seclaw.com">http://www.seclaw.com</a>                       |
| Career               | <a href="http://www.careerjournal.com">http://www.careerjournal.com</a>         |

### Evaluation:

The final course grade will be based on the following inputs:

| <u>Percentage</u> |  |
|-------------------|--|
| 10                | In-class Tophat platform questions                                     |
| 10                | In-class Quizzes ( <i>11 Quizzes</i> ; best 10 worth 1% each)          |
| 25                | Homework Assignments ( <i>6 Assignments</i> ; best five worth 5% each) |

|    |  |
|----|--|
| 25 | Mid-Term Examination ( <i>March 2<sup>nd</sup></i> , <u>Time</u> : TBA; <u>Location</u> : TBA) |
| 20 | Integrative Team Project Written Report  |
| 10 | Integrative Team Project Presentation (6%) and Team Evaluation (4%)                            |

100%

The instructor reserves the right to take trends and participation into consideration in assigning the final grade. (Some students do not "fit all of the pieces together" until the final weeks of the course.)

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

[www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf](http://www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf)

### IN-CLASS QUIZZES

Quizzes are an extension of the classroom lectures and discussion. Quizzes will be given in class, normally at the beginning to solidify the students' understanding of material covered in the previous class. The resultant effect is that the student is on a firmer ground for the new material to be covered in class. The quizzes will be quickly debriefed before new material is introduced in class. The quizzes will be timed to about 10-15 minutes, on average. Students will find the quizzes to be helpful for midterm and final exam preparations.

### HOMEWORK ASSIGNMENTS

**The Homework Assignments are carefully designed to help students keep up with the course material. There will be 6 assignments; due dates are posted below under the "Important Course Dates" section. The lowest mark out of the 6 assignments will be dropped.**

Homework Assignments will **strictly be due on the scheduled Monday date at 11:59pm**. Please note that each homework assignment will be timed to take on average of about 1 hour! Do allow for sufficient time to start and finish the homework assignment. **Assignments will be open one week prior to due date.**

A little *Nudge*: **Start and Finish as early as possible.**

If an MSAF is applied towards a specific Homework Assignment, then that assignment will automatically be counted as the dropped mark and the remaining 5 assignments will be utilized to calculate the mark for this component. Solutions to the assignments will be released in the week after the due date.

The homework assignments are hosted by the McGraw Hill *Connect* platform. *Connect* is accessible through Avenue, but you will require a registration code (available through the bookstore). Homework Assignment problems also offer helpful links that direct students to the appropriate e-text material to help guide the students.

### MIDTERM

The Midterm will have True/False and/or Multiple Choice questions and possibly Short answer questions.

## FINAL EXAM

There is no final exam in the course. The Integrative Team project is in lieu of the final exam.

## GROUP PROJECT

The Team consulting project is a hands-on exercise with the goal of enhancing students' understanding of real business issues and challenges. As the integrative project for all of your IBH courses this semester (i.e., IBH 2AB3, IBH 2AC3, IBH 2AD3, IBH 2BA3), the project will give you an opportunity to consider how the concepts and techniques discussed in the program apply to real business challenges and opportunities.

A team of individuals (6) will take on the role of a consulting engagement team for a publicly-traded Canadian company. Please remember that a **team** is a small number of people with **complementary skills** who are committed to a common purpose and high performance for which they hold themselves **accountable**. (Please **view** the teamwork exhibited by Geese in flight!).

**Teams will be formed by IBH program Director's office and communicated to the panel of instructors ([nainar@mcmaster.ca](mailto:nainar@mcmaster.ca); [nassia2@mcmaster.ca](mailto:nassia2@mcmaster.ca); [gorgulub@mcmaster.ca](mailto:gorgulub@mcmaster.ca); [wagnernm@mcmaster.ca](mailto:wagnernm@mcmaster.ca)). Once the IBH program Director's office makes known the student groups, Each team will select a Group Coordinator who will liaise with the Professor (s). After the teams are formed, each team will be assigned a primary faculty adviser, who will be the first point of contact for the team on the project.**

Deliverables for this project will include a written report and a class presentation, which should be prepared as though you are a consulting engagement team presenting recommendations to the organization's board of directors. In other words, you get to pretend (dry-run) to be a *Management Consultant*. **The project is worth 30% of the final grade in each of your 4 IBH courses this semester.**

### General Instructions

The team is required to select a company; investigate publicly available information about that company to develop an understanding of its challenges and opportunities; and develop a series of recommendations that would enable the company to effectively respond to one or more of these challenges and opportunities. The recommendations you make must be based on research and analysis and must consider and address multiple dimensions of the business, including accounting, information system principles, statistical data analysis, human resources processes, ethical and environmental considerations and other such business-related issues.

**Teams must submit a 1-page project update (on page 12) by 4 pm, Friday, March 1<sup>st</sup>, 2024, to the panel of instructors.** This update will not be marked and is more of a nudge to ensure that the project teams are well underway in their project work. Many of you will encounter this as time-sheets in your work environment upon graduation.

### Specific Instructions

Organizations can use a variety of strategic initiatives, programs, etc. to respond to challenges and opportunities in their environment. These initiatives and programs can relate to accounting, information system principles, ethics, environmental considerations, and human resources processes. Examples include customer loyalty programs, retail gift cards, corporate restructuring obligations, job redesign, air miles programs, product liability lawsuits, environmental liabilities, and employee benefit programs.

Choose the most relevant items for your company from amongst the examples above, or from other concepts covered in the program. Research your choices using, as appropriate, international and Canadian sources, and prepare recommendations in these areas for your organization.

**Note** - You are not to contact the organization or interview people for this project. You must use publicly available sources available through the library, internet, etc.

### Project Presentation

Each group must be ready to give a presentation of their report in class. The presenting group will have **20 minutes** maximum (and a minimum of 15 minutes) to present the highlights of its project. Please note that this is a group presentation, so one person cannot present but rather it has to be a group effort. Following the presentation, the rest of the class is expected to fully participate in the discussion of the highlights presented for a maximum of about **5 minutes**. All students are expected to attend all presentations. **Please provide a digital copy of your slides to the instructor panel at least one hour prior to the presentation. The presentation will be worth 10% of your final grade in the course.**

### Written Report

Effective communication – both oral and written – is an essential component of success in the business world. All assignments will be evaluated both in terms of their substantive content and their communication effectiveness.

The format of your written project report should be as follows:

- \* Table of Contents

- \* Executive Summary

This is a free-standing summary of the total report. It should be written **last** and should **not** exceed **one** page.

- \* Introduction

This may include brief history of the industry and company chosen and why they were chosen for study etc.

- \* Conception of Business Issue (s)

- \* Deeper dive into component issues in HR, IS, OR and MA.

- eg. Talent management, Budgeting games, Financial Impact and Presentation

- \* Conclusion

This section will state the important findings etc.

- \* References

Ensure all references are cited in the body of the report and vice-versa.

- \* Appendices

Overall, the body of the report excluding the table of contents, executive summary and appendices should **not** exceed **10 double-spaced printed pages with font size not below 12 pitch.**

**The written project report is due no later than 4:00 p.m. on Wednesday, April 10<sup>th</sup>, 2024.**

## Evaluation

The written project report will be worth 20% of your final course grade. That mark will be assigned to each of the group members unless the instructor determines, based on feedback from team members, that there has not been equal participation and that the mark should not be assigned on an equal basis. For this purpose, you will be given an opportunity to make your confidential peer evaluation in writing. **Non-completion** of this peer evaluation forms (on page 13) will be understood as implying equal effort participation by individual group members.

Please note that you will be assigned a primary faculty adviser upon the submission of the information of the formation of the project group and title. He should be first point of contact if you have any questions on the project. Further, in the event of any possible group conflict etc., please signal this to your primary faculty adviser at the earliest.

Please feel free to ask your instructors or TAs for further guidance if any of the requirements are not clear. Because the project involves multiple domains of business – that correspond to the various 2<sup>nd</sup> year IBH courses you are taking – please be mindful to direct your questions to the instructor and/or TA that are most closely aligned with the subject matter of your question(s).

## **GRADE CONVERSION**

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

| LETTER GRADE | PERCENT  | LETTER GRADE | PERCENT |
|--------------|----------|--------------|---------|
| A+           | 90 - 100 | C+           | 67 - 69 |
| A            | 85 - 89  | C            | 63 - 66 |
| A-           | 80 - 84  | C-           | 60 - 62 |
| B+           | 77 - 79  | D+           | 57 - 59 |
| B            | 73 - 76  | D            | 53 - 56 |
| B-           | 70 - 72  | D-           | 50 - 52 |
|              |          | F            | 00 - 49 |

## **COMMUNICATION AND FEEDBACK**

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants.

Instructors are required to provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term. Instructors may conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

Students who wish to have a course component re-evaluated must complete the following form:

[http://www.mcmaster.ca/policy/Students-AcademicStudies/Form\\_A.pdf](http://www.mcmaster.ca/policy/Students-AcademicStudies/Form_A.pdf)

In order for the component to be re-read:

- The component must be worth 10% or more of the final grade in the course;
- Students pay a fee of \$50 in Gilmour Hall 209 and the receipt is then brought to Student Experience - Academic Office (formerly the APO) in DSB 112;
- The Area Chair will seek out an independent adjudicator to re-grade the component;
- An adjustment to the grade for the component will be made if a grade change of three points or greater on the 12-point scale (equivalent to 10 marks out of 100) has been suggested by the adjudicator as assigned by the Area Chair;
- If a grade change is made, the student fee will be refunded.

## ACADEMIC DISHONESTY

You are expected to exhibit honesty and use ethical behavior in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behavior can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

[www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity)

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations.

### **Generative AI Use policy**

This course will be guided by the McMaster’s *Provisional Guidelines on AI* use (<https://provost.mcmaster.ca/office-of-the-provost-2/generative-artificial-intelligence/task-force-on-generative-ai-in-teaching-and-learning/provisional-guidelines-on-the-use-of-generative-ai-in-teaching-and-learning/>).

The course strongly encourages to individual students (and groups) to undertake the **Honour Pledge** and list it after the title page of their report the following:

*“I (we) understand and believe the main purpose of McMaster and of a university to be the pursuit of knowledge and scholarship. This pursuit requires my (our) academic integrity; I (we) do not take credit that I (we) have not earned. I (we) believe that academic dishonesty, in whatever form, is ultimately destructive to the values of McMaster, and unfair to those students who pursue their studies honestly. I (we) pledge that I(we) completed this assessment following the guidelines of McMaster’s academic integrity policy.”*



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## ***REQUESTING RELIEF FOR MISSED ACADEMIC WORK***

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Students may request relief from a regularly scheduled midterm, test, assignment or other course component in the following ways:

- a) for absences from classes lasting up to three (3) days;
  - b) for absences from classes lasting more than three (3) days; or
  - c) for conflicts arising from Student Experience - Academic Office (DSB 112) approved events
- a) for absences from classes lasting up to three (3) days:**

Students must use the MSAF (McMaster Student Absence Form). This is an on-line, self-reporting tool, for which submission of medical or other types of supporting documentation is normally not required. Students may use this tool to submit a maximum of one (1) request for relief of missed academic work per term as long as the weighting of the component is worth less than **25%** of the course weight. Students must follow up with their course instructors regarding the nature of the relief within two days of submitting the form. Failure to do so may negate the opportunity for relief. It is the prerogative of the instructor of the course to determine the appropriate relief for missed term work in his/her course. Details are described below.

If the value of the component is worth **25%** or more, students must report to their Faculty Office (the Student Experience – Academic Office in DSB 112 for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

Please visit the following page for more information about MSAF:

[http://academiccalendars.romcmaster.ca/content.php?catoid=18&navoid=3204#Requests\\_for\\_Relief\\_for\\_Missed\\_Academic\\_Term\\_Work](http://academiccalendars.romcmaster.ca/content.php?catoid=18&navoid=3204#Requests_for_Relief_for_Missed_Academic_Term_Work)

- b) for absences from classes lasting more than three (3) days:**

Students cannot use the MSAF. They **MUST** report to their Faculty Office (the Student Experience – Academic Office in DSB 112 for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

Students who wish to submit more than one request for relief of missed academic work per term cannot use the MSAF. They must report to the Student Experience – Academic Office in DSB 112 and discuss their situation with an academic advisor. They will be required to provide supporting documentation and possibly meet with the Manager.

- c) for conflicts arising from Student Experience - Academic Office (DSB 112) approved events:**

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Please see the DeGroot Missed Course Work Policy for a list of conflicts that qualify for academic accommodation:

<http://ug.degroot.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

Such requests must be made to the Student Experience – Academic Office at least ten (10) working days before the scheduled exam along with acceptable documentation. Non-Commerce students must submit their documentation to their own Faculty Office and then alert the Student Experience – Academic Office of their interest in an alternate sitting of the midterm.

Adjudication of all requests must be handled by the Student Experience – Academic Office. Instructors cannot allow students to unofficially write make-up exams/tests.

The MSAF cannot be used during any final examination period.

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

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### ***POLICY FOR APPROVED MISSED ACADEMIC WORK***

Students who cannot write a test, and have advanced knowledge and permission as described above, will be given the opportunity to write an alternate version of the test at an alternate time.

Students who did not write a test, and subsequently provide an MSAF submission, or documentation for which they have been approved by the Student Experience – Academic Office, will have the weight of the missed work reallocated across other course components or an alternate evaluation. The student must follow up with the instructor to understand this process and decision.

Students who submit an MSAF, or have been approved by the Student Experience – Academic Office, for an assignment deadline, will be given an extension for the assignment at the discretion of the instructor. Please note, the student will ultimately be required to submit the assignment.

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### ***STUDENT ACCESSIBILITY SERVICES***

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail [sas@mcmaster.ca](mailto:sas@mcmaster.ca).

For further information, consult McMaster University's Policy for Academic Accommodation of Students with Disabilities:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf>

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### ***ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)***

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students requiring a RISO accommodation should submit their request, including the dates/times needing to be accommodated and the courses which will be impacted, to their Faculty Office normally within 10 days of the beginning of term or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

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### ***POTENTIAL MODIFICATION TO THE COURSE***

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The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

### **Remarks**

- i. Please see the Course Website for any updates and course material.
- ii. MSAF is not permissible for weights on evaluation that are greater than or equal to 25% (Midterms, Final exam). Any attempt to submit a falsified MSAF for this course for a missed test or midterm exam constitutes academic dishonesty and charges may be filed with the Office of Academic Integrity.
- iii. It is your responsibility to check Avenue daily – everything you will need is there and any important announcements will be posted there. Set your home page to the news feed for the course.
- iv. It is your responsibility to understand what constitutes academic dishonesty, for example signing for someone else on the tutorial attendance sheet.
- v. We only respond to emails originating from students' McMaster email accounts. Ensure that your Mac account is activated and has space to receive emails. We reply to emails only once, and if it returns to us as "undeliverable mail" we do not attempt any further replies. Do not use the email provided by Avenue. We do not check Avenue for emails. We do not respond to emails asking questions to which the answer is readily available in the course outline or Avenue.

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### ***ACKNOWLEDGEMENT OF COURSE POLICIES***

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Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of Commerce 2AB3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

|                                      |
|--------------------------------------|
| <b>CONNECT &amp; AVENUE TO LEARN</b> |
|--------------------------------------|

In this course, we will be using McGraw Hill Connect online portal and McMaster's Avenue to Learn. Students should be aware that, when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure.

If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

## Team Project Update - One Pager (1-page MAX)

**Format: 1-pager, 12-point font, 1-inch margins, 1 line space, Word format.**

Submit your group's detailed proposal for review by the course Instructors to ensure the project is not out of scope. The proposal should include some of the following components, but please do not use this as a checklist/table of contents...get creative:

1. Suitable Title - Should reflect the business
2. Business Goal:
  - Brief description of the company
  - Context where the data comes from if you are using data (sources)
  - Who is the stakeholder/client/Public Company
  - Recent trends/COVID impacts/Industry news
3. Brief description how you will incorporate content learned from all 4 courses into your project. Please clearly outline each course by including the course code while you describe what will be reviewed:
  - Class - IBH 2AB3
  - Class – IBH 2AC3
  - Class – IBH 2AD3
  - Class - IBH 2BA3
5. Implementation/Recommendations:
  - High-level/early thoughts/learnings on what you will be recommending/advising for your client
6. Backup
  - Submit any bibliography/list of websites, data resources, etc.

Submission will be due via email to all 4 professors ([nainar@mcmaster.ca](mailto:nainar@mcmaster.ca); [nassia2@mcmaster.ca](mailto:nassia2@mcmaster.ca); [gorgulub@mcmaster.ca](mailto:gorgulub@mcmaster.ca); [wagnernm@mcmaster.ca](mailto:wagnernm@mcmaster.ca);) at the end of the week after the Reading week (i.e., **Friday, March 1<sup>st</sup>, by 4 PM**).

Please note, student groups do not get a grade for this one pager. Professors will only reach out if there are issues or concerns with the scope outlined in the above details.

## PEER EVALUATION OF GROUP WORK

Write the names of all of the members of your group below, starting with your own.

Then allocate a total of 100 points across all of the names that appear, in proportion to the contribution of each group member to the group effort. You may use the following points as guideline to help you form your evaluation:

Consider whether the group member has:

1. demonstrated responsibility by attending and participating in all team meetings and keeping contact with members throughout the project;
2. demonstrated effective interpersonal skills by showing sensitivity to others' needs and feelings and helping others to become involved;
3. demonstrated effective leadership by assuming the initiative, setting goals and guidelines, leading discussions, working out problems, handling conflicts positively, and generally facilitating the task;
4. contributed significantly, in special ways, to completing the project by, for example, making a table, drawing a chart, or referencing outside material;
5. produced well-prepared individual assignments to all team members and completed an equitable share of work.

| Group Member's Name | Points              |
|---------------------|---------------------|
| _____               | _____               |
| _____               | _____               |
| _____               | _____               |
| _____               | _____               |
| _____               | 100 Points<br>===== |

## **Important Course Dates**

|                             |  |
|-----------------------------|--|
| Homework Assignment #1      | Due Monday, January 29 <sup>th</sup> ; ( <u>Scope</u> : Chapters 1, 2 and 6)   |
| Homework Assignment #2      | Due Monday, February 5 <sup>th</sup> , ( <u>Scope</u> : Chapter 7)   |
| Homework Assignment #3      | Due Monday, February 12 <sup>th</sup> , ( <u>Scope</u> : Chapters 14 and 3)  |
| Team Project Update         | Due Friday, 4 pm, March 1 <sup>st</sup>  |
| <b>Midterm Exam</b>         | <i>Saturday, March 2<sup>nd</sup>, <u>Time</u>: TBA; <u>Location</u>: TBA</i><br>( <u>Scope</u> : Chapters 1, 2, 3, 6, 7 and 14) |
| Homework Assignment #4      | Due Monday, March 11 <sup>th</sup> , ( <u>Scope</u> : Chapters 4 and 5)  |
| Movie Night                 | March 14 <sup>th</sup> , A Beautiful Mind; Location - TBA  |
| Homework Assignment #5      | Due Monday, March 25 <sup>th</sup> ; ( <u>Scope</u> : Chapter 8 and 15)  |
| Homework Assignment #6      | Due Monday, April 8 <sup>th</sup> ; ( <u>Scope</u> : Chapters 9, 10, and 11)   |
| Team Project Presentation   | During the last two-week classes<br>(Thursday, March 28 <sup>th</sup> extended class of IBH 2AB3; <u>Location</u> – DSB 505)     |
| Team Project Written Report | Due Wednesday, April 10 <sup>th</sup> , 4 pm.  |

## Topic Schedule (tentative)

Week 1 Introduction to Managerial Accounting  
(Jan.8<sup>th</sup>) Strategic Cost Management, Value Chain  
Professional Ethics and Profession  
Cost Concepts

Read: HP, Chapters 1, 2  
Mckinsey Quarterly (on Avenue), Most Frequent biases in business

Watch: (a) How I am fighting algorithmic bias by Joy Buolamwini  
([https://www.ted.com/talks/joy\\_buolamwini\\_how\\_i\\_m\\_fighting\\_bias\\_in\\_algorithms#t-500021](https://www.ted.com/talks/joy_buolamwini_how_i_m_fighting_bias_in_algorithms#t-500021))

(b) 3 kinds of bias that shape your worldview by J. Marshall Shepherd  
([https://www.ted.com/talks/j\\_marshall\\_shepherd\\_3\\_kinds\\_of\\_bias\\_that\\_shape\\_your\\_worldview#t-727656](https://www.ted.com/talks/j_marshall_shepherd_3_kinds_of_bias_that_shape_your_worldview#t-727656))

Suggested Exercises: Chapter 1: E1-25,26  
P1- 31,32

Week 2 Cost concepts (cont.)  
(Jan.15<sup>th</sup>) Cost Behavior  
CVP or Breakeven Analysis

Read: HP, Chapters 2, 3 (pp. 85), 6, 7 (pp. 282-289)

Watch: (a) AMC: From Silver Screen Giant to Box-Office Flop  
(<https://www.wsj.com/video/amc-from-silver-screen-giant-to-box-office-flop/1FD662FF-B61D-4B8D-BC9C-141140630978.html>)

(b) Transparency around “Shrinkflation or Skimpflation”  
(<https://www.cbc.ca/news/business/skimpflation-shrinkflation-chocolate-1.7021544>)

Suggested Exercises: Chapter 2: E2-24,25,26,28,29,31,32,34  
P2-38,39,40,41,42,43,45,46,50,51,55

Chapter 6: E6-24,25,29,30,31,32  
P6-36

Week 3 CVP or Breakeven Analysis (cont.)  
(Jan.22<sup>nd</sup>)

Read: HP, Chapter 7

Watch: The 4 Factors That Make a Great Stock  
(<https://www.barrons.com/video/the-4-factors-that-make-a-great-stock/CEEB12B1-48AA-41FA-B36F-182779358FA3.html>)

Suggested Exercises: Chapter 7: E7-23,24,25,28,29,30,31,33  
P7-34,36,37,38,41

Week 4 Incremental Analysis  
(Jan. 29<sup>th</sup>) Relevant Costs and Benefits

Read: HP, Chapter 14

Watch: (a) Why we make bad decisions by Dan Gilbert  
([https://www.ted.com/talks/dan\\_gilbert\\_why\\_we\\_make\\_bad\\_decisions#t-1996102](https://www.ted.com/talks/dan_gilbert_why_we_make_bad_decisions#t-1996102))

(b) How “forced financing” makes more money for car dealerships  
(<https://www.cbc.ca/radio/costofliving/financing-car-dealerships-cash-1.7034159>)

Suggested Exercises: Chapter 14: E14-31,32,33,34,36,41  
P14-44,45,46,47,49

Week 5 Job Order Costing  
(Feb 5<sup>th</sup>)

Read: HP, Chapter 3

Watch: iphone 12-mini teardown  
(<https://www.youtube.com/watch?v=YYsH6SkyU44>)

Suggested Exercises: Chapter 3: E3-23,27,29,30,32,33,35,36,38,41  
P3-47,48,50,51,52,54,60

Week 6 Activity Based Costing (ABC)  
(Feb.12<sup>th</sup>) Activity Based Management (ABM)

Read: HP, Chapter 5

Suggested Exercises: Chapter 5: E5-26,28,31,33,35,37  
P5-45,47,53,56,58,59

**Reading Week** (*February 20<sup>th</sup> – February 26<sup>th</sup> inclusive*)

**Midterm Exam – Saturday, March 2<sup>nd</sup>, Time: TBA; Location: TBA**

Week 7 Process Costing  
(Feb. 26<sup>th</sup>)

Read: HP, Chapter 4

Suggested Exercises: Chapter 4: E4-15,17,18,19,21,24  
P4-25,27,34,37



Week 8 Alternative Costing Methods  
(March 4<sup>th</sup>) Pricing, Target Costing, Transfer Pricing

Read: HP, Chapters 8, 15, 13

Watch: (a) How Drug Prices Work? WSJ  
(<https://www.wsj.com/video/how-drug-prices-work/C9D3F950-DFE3-4E37-9120-836D411A9A66.html>)

(b) How much will the COVID-19 Vaccine cost? WSJ  
([https://www.youtube.com/watch?v=j6E\\_5NbG-rQ](https://www.youtube.com/watch?v=j6E_5NbG-rQ))

Suggested Exercises: Chapter 8: E8-20,21,24,25  
P8-32,33,34

Chapter15: E15-32,33,34,35,36,37  
P15-39,40,41,42,44

Chapter13: E13-34,35  
P13-46,47,48,49

Week 9 Transfer Pricing (cont.)  
(Mar. 11<sup>th</sup>) Game Theory

Read: HP, Chapter 13 (pp. 590-599)  
JM, Chapters 1, 3, 6, 7,9,10

Watch: What is a Transfer Price?  
([https://www.youtube.com/watch?v=8HUis\\_WIB\\_o](https://www.youtube.com/watch?v=8HUis_WIB_o))

Suggested Exercises: Chapter 13: E13-34,35  
P13-46,47,48,49

**Movie Night** – March 14<sup>th</sup> – *A Beautiful Mind* – Location&Time: TBA

Week 10 Budgeting  
(Mar. 18<sup>th</sup>)

Read: HP, Chapters 9, 11 (pp. 474-481)

Watch: (a) Kraft-Heinz: Zero-based Budgeting Shakes up Industry  
(<https://www.wsj.com/video/kraft-heinz-zero-based-budgeting-shakes-up-industry/8B71F11D-9674-4175-BD11-40C960172800.html>)

(b)Worried about your credit score during the pandemic: Try these steps  
(<https://www.marketwatch.com/video/explainomics/worried-about-your-credit-score-during-the-pandemic-try-these-tips/2F23C0CC-21D7-402B-B034-5F411D2B62B1.html>)

Suggested Exercises: Chapter 9: E9-21,23,25,26,27,28,30  
P9-31,32,33,34,35,36,37,39,41,43

Week 11 Standard Cost  
(Mar.25<sup>th</sup>) Variances (DM, DL, OH)

Read: HP, Chapters 10, 11

Suggested Exercises: Chapter 10: E10-22,25,26,28,29,30  
P10-33,34,35,36,37,38,39,41,42,44

Chapter 11: E11-22,26,27,28,29,30,31,32  
P11-35,36,38,39,40,41,43,45

Week 12 Performance Evaluation  
(April 1<sup>st</sup>) Responsibility Accounting  
Balanced ScoreCard

Read HP, Chapter 13 (pp. 572-589)

Watch: NYC Teacher Rankings Explained  
(<https://www.wsj.com/video/nyc-teacher-rankings-explained/299132E8-38E1-4A12-9451-3E004112A774.html>)

Suggested Exercises: Chapter 13: E13-24,25,26,28,29,33  
P13-36,37,39,42,43

Week 13 Tie Loose Ends  
(April 8<sup>th</sup>)

## Some Further Readings

1. *Eichenwald, Kurt, Conspiracy of Fools: A True Story, 2005, Random House, New York.*
2. Lewis, Michael, Moneyball, The Art of Winning an Unfair Game, 2011, W.W. Norton, New York.
3. *Kahneman, Daniel, Thinking Fast and Slow, Farrar, 2011, Straus and Giroux, New York.*
4. *Thaler, Richard and Cass Sunstein, Nudge: Improving Decisions About Health, Wealth, Happiness, 2008, Yale University Press, New Haven, CT.*
5. Soll, Jacob, Financial Accountability and the Rise and Fall of Nations, 2014, Basic Books, New York.
6. O’Neil, Cathy, Weapons of Math Destruction: How Big Data Increases Inequality and threatens Democracy, 2016, Crown, New York.
7. Doerr, John, Measure What Matters: OKRs: The Simple Idea That Drives 10X Growth, 2018, Penguin Random House LLC, New York.
8. Coyle, Daniel, The Culture Code: The Secrets of Highly Successful Groups, 2018, Bantam Books, New York.
9. **Goldstein, Jacob, Money: The True Story of a Made-up Thing, 2020, Hachette Books, New York.**
10. **Bogdanich, W and M. Forsythe, When Mckinsey Comes to Town: The Hidden Influence of the World’s Most Powerful Consulting Firm, DoubleDay, 2022, New York.**

## And Some Movies

Shackelton’s Antarctic Adventure

Moneyball

The Beautiful Mind (Movie Night)