Course and Contact Information
Instructor: Richard D. (Rick) Steingart
Office Location: Business Tower – BT 554
Telephone: (408) 924-3470 (email preferred)
Email: richard.steingart@sjsu.edu
Office Hours: Monday/Wednesday 1:30 – 2:30 P.M. or by appointment
Class Days/Time: Monday/Wednesday 4:30 – 5:45 P.M.
Classroom: BBC 106

Prerequisites: Business 20 Financial Accounting - THIS IS A MUST; NO EXCEPTIONS.
Bus 20-Financial Accounting or Bus 20N-Survey of Accounting (with min.grade of “C”).
**Bus 20 or Bus 20N cannot be taken concurrently with Bus 21.**
If taken at another college, and was more than one class, must have completed each class.
**Accounting Majors: Accounting Majors must take Bus 122A (not Bus 21) for Credit**

Course Description
Uses of accounting data for managerial decision-making. Topics include: cost accumulation for product costing; cost structure for control and motivation; cost-volume-profit relationships; profit planning; standard costing; flexible budgets; and relevant costs for non-routine decisions.

[Note: Managerial accounting emphasizes how accounting data is used internally within a company for planning operations, controlling activities, and making decisions. This is in contrast to financial accounting, which focuses on providing information to parties outside of the organization.]

BSBA Program Learning Goals
Goal One: Business Knowledge
Understand basic business principles and demonstrate discipline-specific competencies as applied to local and global environments.

**Goal Two: Communication**
Communicate ideas clearly, logically, and persuasively in oral and written format, using technology appropriately.

**Goal Three: Ethical Awareness**
Recognize, analyze, and articulate solutions to ethical issues that arise in business.

Goal Four: Leadership, Teams and Diversity
Comprehend the challenges and opportunities of leading and working in diverse teams and environments.

**Goal Five: Critical Thinking**
Comprehend, analyze, and critically evaluate complex and unstructured qualitative and quantitative business problems, using appropriate tools and technology.

**Goal Six: Innovation**
Recognize, analyze, and articulate strategies for promoting creativity and innovation.
Course Learning Outcomes (CLO)

After completing this course students should be able to:
- Identify differences between financial & managerial accounting; manufacturing & retail inventory
- Understand variable/fixed cost behavior, sunk cost, opportunity cost & use in decision making
- Prepare a contribution format Income Statement and compute the break even point.
- Perform cost volume profit analyses and calculate the impact of business changes on income.
- Understand Job Order Costing and calculate over and under applied overhead
- Prepare income statements using both variable and absorption costing
- Understand the sequential budgets used in profit planning; prepare cash receipts/payments budget
- Understand/compute materials/labor standard settings, variance calculations and reporting
- Understand/prepare flexible budgets and their use versus a static budget
- Understand/prepare incremental cost analysis to make non-routine business decisions.
- Understand the concept and compute present value of a single payment and an annuity.
- Understand capital budgeting & methods: net present value, internal rate of return, payback

Required Texts/Readings

A copy is on reserve in the Martin Luther King Library.

Class Reader: Students must purchase class reader notes for TBD available at Maple Press,
located at near corner of San Carlos and 10th St. SJ (one block from class) Phone: (408) 297-1001
The reader should be brought to every class. It includes templates for class examples.

Other equipment / material requirements

Students should bring a pencil and a four function calculator to every class to do class exercises.
Scantron Form No. 882-E is required for all examinations. No substitutions allowed.

Course Requirements and Assignments

SJSU classes are designed such that in order to be successful, it is expected that students will spend a
minimum of forty-five hours for each unit of credit (normally three hours per unit per week), including
preparing for class, participating in course activities, completing assignments, and so on. More details
about student workload can be found in University Policy S12-3 at

Grading Policy – Examinations and Grading

You are recommended to check the following B21 passing grades with your academic advisor:
- If you are not a finance major, the passing grade is D.
- If you are a finance major, then the passing grade is C.

Note: It is the student’s responsibility to actively seek assistance if they are not passing.
Students should carefully assess their grade status after each examination.

Examinations and point weightings

<table>
<thead>
<tr>
<th>Weighting</th>
<th>4 Exams (3 midterms, 1 final exam)</th>
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</thead>
<tbody>
<tr>
<td>@ 25% each</td>
<td>= 100%</td>
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</tbody>
</table>
Note: Each exam consists of multiple choice questions and may also include additional problems given for extra credit. To receive the extra credit (which may be substantial) students must compute the correct answer and clearly show their calculations leading to the correct answer (with the correct answer clearly visible in the calculations). Partial credit may be given for multiple part problems.

Other than on exams and for homework, there are no other extra credit opportunities.

Grading is based on the following schedule. (Averaged from the 4 exams above plus homework)

<table>
<thead>
<tr>
<th>%</th>
<th>Grade</th>
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<th>Grade</th>
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<th>%</th>
<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>87-89</td>
<td>B+</td>
<td>77-79</td>
<td>C+</td>
<td>67-69</td>
<td>D+</td>
<td></td>
<td></td>
</tr>
<tr>
<td>93-100</td>
<td>A</td>
<td>83-86</td>
<td>B</td>
<td>73-76</td>
<td>C</td>
<td>63-66</td>
<td>D</td>
</tr>
<tr>
<td>90-92</td>
<td>A-</td>
<td>80-82</td>
<td>B-</td>
<td>70-72</td>
<td>C-</td>
<td>60-62</td>
<td>D-</td>
</tr>
</tbody>
</table>

Note: Working students should balance the number of hours worked each week with the number and types of classes taken to be evaluate if they have adequate time for studies and personal activities.

Exams & Scantrons: [Scantron Form No. 882-E is required]

All exams will be closed book and closed notes. If applicable, formula sheets will be provided. There will be no external aids used for the exams (e.g., cell phones, translation dictionaries).

Exams will be returned for the student’s review and then must be recollected. During the review no markings allowed on exams. A zero grade will be given if an exam is not returned. Any questions on exam grading must be submitted the same day the exam is reviewed. Academic integrity violations of any kind on quizzes & exams will not be tolerated.

Scansrons must be in good condition (not bent or torn). Scantrons jamming the scantron reader will be graded manually and two points will be deducted. Two points will also be deducted for incomplete scansrons that must be completed by the instructor. Instructor does not provide scantrons.

Students ill or with family emergencies must inform instructor and submit proof (e.g., doctor’s slip). Students are advised NOT to take exams when their illness will impact test results.

Exam makeups must be pre-arranged and completed before the next class.

Homework (To be discussed in class)

Homework should be completed soon after the material is covered in class and no later than before the next class. Solutions are provided on the web, however just reviewing the homework solutions made available without actually doing the assignment will generally negatively impact performance on exams and subsequently impact your success in this class. Students are expected to keep current with homework and email instructor with any questions and/or discuss in office hours.

If you have done the homework with the aid of the text, handouts, or solutions consider doing the same example again at a later time (in the day or next day) but without any aids. Repeat until you can solve problems independently. This will insure you have understood and internalized the concepts.

Extra Credit - Homework

Extra credit for homework is given with each of the three midterms as follows:
1 Homework must be hand written and stapled together to facilitate quick review (no loose pages).
2 Each homework example exercise/problem number is highlighted with a yellow highlighter.
3 ALL homework examples assigned must be done; with no example missing, else no extra credit. Also, some homework examples have multiple parts; each part must be done; especially statements.
4 Homework MUST be handed in no later than 5 minutes after the exam starts.
5 Copies (Xerox/hand) of published homework solutions are not acceptable (receive no credit).
6 Students missing an exam due to illness must hand in homework/Dr. note at time of makeup exam.
7 Homework is collected for the first three midterms. One point extra credit per homework is given with a maximum of three points added to the average grade for all four exams.

Instructor Website
The instructor website will post the Green Sheet with the course syllabus.

Canvas
The school has adopted the Canvas software package for instructor and student use.
Canvas will post homework solutions, exam results, class student ID #s and other items.
Canvas will also have student exam results, report/project results, and final grades
Please log onto Canvas as soon as possible.
Contact IT Support Services by phone at (408) 924-2377 or by email at helpdesk@sjsu.edu

To log into Canvas for this course please go to the Instructor Website in the College of Business.)
On the bottom of the screen will be a link to log into Instructure.
Type your 9 digit Tower Card ID number, then your Pin/password (usually published by IT)
Select this course to access the class materials.

Note: If necessary to check your browser settings Click on “Check Browser” link on the top right.
The link will do a browser check for you and let you know what you need to download.
Follow instructions to be able to view all the content in your shell. Instructors cannot reset passwords.

Classroom Protocol  -  CLASS WILL START PROMPTLY
Students should arrive promptly, turn off laptops, ipads, iphones & cell-phones to actively listen/participate. Students arriving late may be asked to sit at the rear of the class or in instructor designated seats for group work. If this is an evening class, there will be one or two breaks. Classroom attendance will be taken every class.

The typical class will start with a lecture of new materials for the week per the syllabus. After new concepts are covered, usually including a solved problem by the instructor, students will either solve a problem by working in pairs, or listen to a video on the managerial accounting concepts covered, or possibly both. Students are encouraged to work together to learn how to solve the assigned problems and to help each other out. This is primarily a problem solving class.

Tutoring
Tutoring is usually available at the student success center on ground floor of the BBC. Check their office for times and days when tutoring is available for B21.

University Policies
Dropping and Adding
Students are responsible for understanding the policies and procedures about add/drop, grade forgiveness, etc. Refer to the current semester’s Catalog Policies section at

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http://info.sjsu.edu/static/catalog/policies.html. Add/drop deadlines can be found on the current academic year calendars document on the Academic Calendars webpage at http://www.sjsu.edu/provost/services/academic_calendars/. The Late Drop Policy is available at http://www.sjsu.edu/aars/policies/latedrops/policy/. Students should be aware of the current deadlines and penalties for dropping classes. Information about the latest changes and news is available at the Advising Hub at http://www.sjsu.edu/advising/.

Consent for Recording of Class and Public Sharing of Instructor Material

University Policy S12-7, http://www.sjsu.edu/senate/docs/S12-7.pdf, requires students to obtain instructor’s permission to record the course and the following items to be included in the syllabus:

- “Common courtesy and professional behavior dictate that you notify someone when you are recording him/her. You must obtain the instructor’s permission to make audio or video recordings in this class. Such permission allows the recordings to be used for your private, study purposes only. The recordings are the intellectual property of the instructor; you have not been given any rights to reproduce or distribute the material.”
  - It is suggested that the greensheet include the instructor’s process for granting permission, whether in writing or orally and whether for the whole semester or on a class by class basis.
  - In classes where active participation of students or guests may be on the recording, permission of those students or guests should be obtained as well.

- “Course material developed by the instructor is the intellectual property of the instructor and cannot be shared publicly without his/her approval. You may not publicly share or upload instructor generated material for this course such as exam questions, lecture notes, or homework solutions without instructor consent.”

Academic integrity

Your commitment, as a student, to learning is evidenced by your enrollment at San Jose State University. The University Academic Integrity Policy S07-2 at http://www.sjsu.edu/senate/docs/S07-2.pdf requires you to be honest in all your academic course work. Faculty members are required to report all infractions to the office of Student Conduct and Ethical Development. The Student Conduct and Ethical Development website is available at http://www.sjsu.edu/studentconduct/.

Campus Policy in Compliance with the American Disabilities Act

If you need course adaptations or accommodations because of a disability, or if you need to make special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 at http://www.sjsu.edu/president/docs/directives/PD_1997-03.pdf requires that students with disabilities requesting accommodations must register with the Accessible Education Center (AEC) at http://www.sjsu.edu/aec to establish a record of their disability.
### Syllabus:

<table>
<thead>
<tr>
<th>Date</th>
<th>Week</th>
<th>Sec 7 LEC27076 BBC 106 Mon/Wednesday 4:30-6:15 PM</th>
<th>Data Home work is Assigned</th>
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<tbody>
<tr>
<td>2/1</td>
<td>V1</td>
<td>Text Chapters (Ch) and Topics discussed in class</td>
<td>Rea = Problem (Garrison 14th ed)</td>
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<tr>
<td>2/2</td>
<td>1</td>
<td>Introduction and course administration</td>
<td>See Canvas Homework Section</td>
</tr>
<tr>
<td>2/3</td>
<td>2</td>
<td>Ch 1 Managerial Accounting Intro - Org., Cost Types, Flows</td>
<td>Q = Question E = Exercise</td>
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<tr>
<td>2/8</td>
<td>2</td>
<td>Ch 2 Cost Concepts: Fixed/Variable/Product/Period, DM/DU/OH</td>
<td>E2-4.8.11</td>
</tr>
<tr>
<td>2/10</td>
<td>3</td>
<td>Ch 2 Concepts: High Low Method, Contribution Margin Statement</td>
<td>E2-4.8.11</td>
</tr>
<tr>
<td>2/15</td>
<td>3</td>
<td>Ch 5 Cost Vol.Profit (CVP) Analysis 1-Break Even Point CMR</td>
<td>E5-1,4,5-6-7-8-9-11</td>
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<tr>
<td>2/17</td>
<td>3</td>
<td>Ch 5 Cost Vol.Profit (CVP) Analysis 1 Op. Leverage</td>
<td>E5-10-5-5.22</td>
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<tr>
<td>2/22</td>
<td>4</td>
<td>Ch 5 (CVP) 2 Multiproduct Break Even Analysis</td>
<td>E5-10-5-5.22</td>
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<tr>
<td>2/24</td>
<td>5</td>
<td>Midterm 1 Prep (Review Reader Exam Prep Ch 2.5 before class)</td>
<td>M1</td>
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<tr>
<td>2/29</td>
<td>5</td>
<td>Midterm 1 Review</td>
<td>M1</td>
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<tr>
<td>3/2</td>
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<td>Ch 3 Job Order Costing (JOC), Over/Under applied Overhead</td>
<td>E3-1,2,7,8,9,14</td>
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<tr>
<td>3/7</td>
<td>7</td>
<td>Ch 4 Process costing Concept Overview (Pages 141-143)</td>
<td>Q4-1,2.3</td>
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<tr>
<td>3/9</td>
<td>8</td>
<td>Ch 6 Variable Costing (VC)</td>
<td>E6-1,9,10</td>
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<tr>
<td>3/14</td>
<td>9</td>
<td>Ch 7 Activity Based Costing (ABC)</td>
<td>Q7-1,2,6,7,8,10, E7-2,3,4,5</td>
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<tr>
<td>3/16</td>
<td>8</td>
<td>Midterm 2 Prep (Review Exam Prep Ch 3.6.7 before class)</td>
<td>M2</td>
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<tr>
<td>3/21</td>
<td>10</td>
<td>Midterm 2 Ch 3.6.7 (JOCs VC ABC) Ch 6 Variable Costs only</td>
<td>M2</td>
</tr>
<tr>
<td>3/23</td>
<td>11</td>
<td>Ch 8 Profit Planning: Master Budget &amp; Cash Budgets</td>
<td>E8-1,2,3,4,5,6,7,8,9,15 P8.20</td>
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<tr>
<td>3/28</td>
<td>12</td>
<td>Spring Break - No classes</td>
<td></td>
</tr>
<tr>
<td>4/4</td>
<td>13</td>
<td>Ch 9 Flexible budgets - Revenue/Expense Variances</td>
<td>E9-9,10,11,12,13</td>
</tr>
<tr>
<td>4/10</td>
<td>13</td>
<td>Midterm 2 Review</td>
<td></td>
</tr>
<tr>
<td>4/6</td>
<td>14</td>
<td>Ch 10 Standard Costs - Material/Labor/OH Variances</td>
<td>E10-9,10,11,12,13</td>
</tr>
<tr>
<td>4/11</td>
<td>15</td>
<td>Ch 11 Perf. Measures - Decentralization, Responsibility Acctg</td>
<td>E10-1,2,6</td>
</tr>
<tr>
<td>4/13</td>
<td>16</td>
<td>Ch 6 Segment Reporting [Performance Measurement]</td>
<td>E6-11,12,13,14, E8-4, 14,15</td>
</tr>
<tr>
<td>4/14</td>
<td>17</td>
<td>Ch 11 Performance Measurement - ROI, Residual Income</td>
<td>E11-4,5,6</td>
</tr>
<tr>
<td>4/21</td>
<td>17</td>
<td>Ch 11 Perf. Measures - Strategy/Balanced Scorecard</td>
<td>E11-1,2,9</td>
</tr>
<tr>
<td>4/22</td>
<td>17</td>
<td>Midterm 3 Prep (Review Exam Prep Ch 6.8.9,10,11 before class)</td>
<td>M3</td>
</tr>
<tr>
<td>4/25</td>
<td>17</td>
<td>Ch 12 Differential Analysis 1:Keep/Drop, Make/Buy, Sell/Process</td>
<td>E12-2,3,6, E12-2,3,7</td>
</tr>
<tr>
<td>4/27</td>
<td>17</td>
<td>Midterm 3 Review</td>
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<tr>
<td>5/2</td>
<td>17</td>
<td>Ch 13 Appendix A Present Value: PV Tables, PV$1, CC 1</td>
<td>E14-1,2,4,5,6</td>
</tr>
<tr>
<td>5/4</td>
<td>17</td>
<td>Ch 13 Capital Budgeting - NPV with/without working capital</td>
<td>E14-1,2,4,5,6,7,14,17</td>
</tr>
<tr>
<td>5/9</td>
<td>17</td>
<td>Ch 13 Capital Budgeting - Decisions 2</td>
<td>E14-10</td>
</tr>
<tr>
<td>5/11</td>
<td>17</td>
<td>Chapter 13 Text Review problem - solution in text</td>
<td>Ch 13 Text Pages 603-605</td>
</tr>
<tr>
<td>5/16</td>
<td>17</td>
<td>Final Exam Prep (Review Exam Prep Ch 12,13,5,0 before class)</td>
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<tr>
<td>5/16</td>
<td>17</td>
<td>Class Summary: Last Day Of Class</td>
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<tr>
<td>5/19</td>
<td>17</td>
<td>Final Exam Prep (Review Exam Prep Ch 12,13,5,0 before class)</td>
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<tr>
<td>5/19</td>
<td>17</td>
<td>Final Exam Guidance Ch. 12, 13 (and Chapters 2, 5, 8)</td>
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</tbody>
</table>

Note: This is not the current edition. Purchase from Web
Syllabus may be changed with reasonable notice