

## Managerial Accounting (ACCT 220) Spring 2025

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**Ph.D. CPA, CMA**  
**Associate Professor of Accounting**  
**MVS School of Business & Economics**



### COURSE DESCRIPTION:

- \* Introduce and discuss the role of managerial accounting in corporate management, with an emphasis on cost analysis, product and service costing, profit planning, budgeting, performance management, and capital budgeting.
- \* Address contemporary managerial accounting and control issues.
- \* Apply learned theories and methods to real-life company by experiencing individual and team-based learning.

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### MAIN TEXT:

Dr. Shim PowerModules and Relevant Articles posted in the Canvas

- **Strongly recommended TEXTBOOK:**
  - By Ray Garrison, Eric Noreen and Peter Brewer, 18th Edition, 2023, McGraw Hill, ISBN10: 1266634509, ISBN13: 9781266634505
  - I used like this textbook and learned a lot from it
  - Or By Ray Garrison, Eric Noreen and Peter Brewer, 17th Edition, 2020, McGraw Hill, ISBN: 1260709515, ISBN13: 9781260709513
- **Open Education Resources (OER)**
  - MERLOT: Multimedia Educational Resource for Learning and Online Teaching  
— MERLOT is a program of the California State University, partnering with educational institutions, professional societies, and industry.
  - <https://merlot.org/merlot/materials.htm?keywords=accounting&sort.property=relevance>
  - OER Textbook: Managerial Accounting
  - <https://www.coursehero.com>



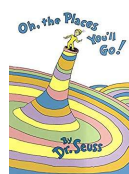
### List of The 7 Highest Paid CFO In The World (2022)

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• <b>1. Patrick Pichette, CFO of Google,</b><br/>• \$16.5 million in 2023. This includes a base salary of \$2.7 million and stock awards worth \$11.2 million.</li> <li>• <b>2. Anthony Noto, SoFi (a FinTech)</b><br/>• \$15.8 million in 2023. This includes a base salary of \$500,000, stock awards worth \$9.2 million, and a cash bonus of \$6 million</li> <li>• <b>3. Ms. Safra Ada Catz, Oracle Corporation</b><br/>• \$12.7 million. This includes— a base salary of \$950,000, stock awards worth \$9.4 million, and a cash bonus of \$2.3 million</li> </ul> | <ul style="list-style-type: none"> <li>• <b>4. Joseph R. Ianniello, CBS Corporation</b><br/>• \$13.4 million in 2023, including a base salary of \$3 million and stock awards worth \$9 million.</li> <li>• <b>5. Harvey M. Schwartz, Goldman Sachs</b><br/>• \$24.5 million in 2023, including a base salary of \$2.7 million and stock awards worth \$21.2 million.</li> <li>• <b>6. Michael J. Angelakis, Comcast Corp.</b><br/>• \$14.3 million in 2023, including a base salary of \$1.8 million and stock awards worth \$10.3 million.</li> <li>• <b>7. Howard Schiller, Coria Laboratories</b><br/>• \$8.5 million in 2023. This total pay includes a base salary of \$1.5 million and stock awards worth \$5.9 million restricted stock awards.</li> </ul> |
|---|--|

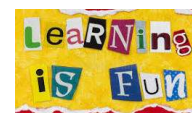
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- **For English Writing:**
  - Strunk Jr., W. and White, E.B., *The Elements of Style*, latest edition, Allyn and Beacon,
- **For Life Lessons:**
  - Dr. Seuss, *Oh, the Places You'll Go!*, Random House, New York



### Our Mission? Cool, Fun-Learning Experience!!!



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**Your Mission?**  
**청출어람**  
**靑出於藍**  
**A pupil excels his master!**

The Great Greek Philosophers  
 Plato Aristotle Socrates

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**How to Accomplish Your Mission?**  
**Show Up On time!**  
**Listen & Participate!!**  
**Practice, Practice, Practice!!!**

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**How To Learn?**  
**Learning By Doing!**

- Class sessions will be organized to include:
  1. An overview of the main concepts, methods and theory derived from the materials assigned for each session.
  2. Analysis and discussion of the assigned Questions, Exercises, Problems and Cases to reinforce the understanding of the learned concepts, methods and theories.
- YOU are expected to complete the assigned readings, and homework on a timely manner.
- To succeed in this course, you should regularly (weekly) read relevant chapter and go over as many assigned questions as you can.

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**Class Time and Location:** Time: Tuesdays and Thursdays, 1:30-2:45 PM, Sierra Hall #1411

**• Student Learning Outcome:**

- Upon successful completion of this course, students will be able to:
  1. **Demonstrate Understanding of Managerial Accounting Functions**
    1. Explain the role of managerial accounting in corporate decision-making.
    2. Identify and analyze cost behaviors and cost structures for business decision-making.
  2. **Apply Cost Analysis and Product Costing Techniques**
    1. Utilize various costing methods (e.g., job-order costing, process costing, activity-based costing) to determine product and service costs.
    2. Assess the implications of cost allocation in pricing and profitability analysis.
  3. **Analyze Performance Management and Control Systems**
    1. Use financial and non-financial performance measures to assess corporate efficiency.
    2. Interpret key performance indicators (KPIs) and balanced scorecards to improve strategic decision-making.
  4. **Evaluate Capital Budgeting Decisions**
    1. Apply capital budgeting techniques such as Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period to assess investment opportunities.
    2. Assess risk and uncertainty in long-term investment decisions.
  5. **Address Contemporary Managerial Accounting and Control Issues**
    1. Discuss the impact of emerging trends, such as sustainability accounting and data analytics, on managerial accounting practices.
    2. Analyze ethical considerations and regulatory requirements in managerial accounting.
  6. **Integrate Theoretical Knowledge with Real-World Business Applications**
    1. Apply managerial accounting concepts in real-world business scenarios through case studies and projects.
    2. Demonstrate teamwork and leadership skills by engaging in group-based learning activities and presentations.

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**PERFORMANCE EVALUATIONS**

• Quizzes	20%
• Mid-term Examination	20%
• Final Examination	20%
• Real-life Company Team Project Presentation & Report	20%
• (Peer evaluation, 10%, Instructor evaluation, 10%)	
• Homework	10%
• Class Attendance and Participations	10%
• TOTAL	100%

• Unless otherwise specified, Quizzes and Exams will be given on-ground, in-class, and in-person.

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- **Prerequisite(s):** Financial Accounting (ACCT 210) with grades of C- or better
- **Contact Information:**
  - Email: [daniel.shim@csuci.edu](mailto:daniel.shim@csuci.edu), Phone: (805) 437-2756
- **Office Hours:** In-person or On ZOOM
  - In-person (MVS HALL 32108) or on-Zoom:
    - **Tuesdays; 9:20-10:20 AM, 12:30-1:30 PM, Thursdays; 9:20-10:20 AM**
  - Other Dates & Times; By appointment (In person or on Zoom)
- **Office hours are held for your benefits!!!**
- How to join Zoom Office Hours:
  - Please email me your preferable time to meet with me. The Zoom office hour links are available in the course canvas.

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CSUCI Grading Policy	Grade	Average Score
	<b>A+ Outstanding</b> (*can be given by instructor)	<b>95~100</b>
	<b>A</b>	<b>93~95</b>
	<b>A-</b>	<b>90~92</b>
	<b>B+</b>	<b>87~89</b>
	<b>B</b>	<b>84~86</b>
	<b>B-</b>	<b>80~83</b>
	<b>C+</b>	<b>77~79</b>
	<b>C</b>	<b>74~76</b>
	<b>C-</b>	<b>70~73</b>
	<b>D+</b>	<b>67~69</b>
	<b>D</b>	<b>64~66</b>
	<b>D-</b>	<b>60~63</b>
	<b>F/UW/IC</b>	<b>Below 60</b>

\* Students must obtain a grade of C- or better in each of business courses to apply them to lower division and upper division business major requirement.

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**SPECIAL NOTICES:**

- You are expected to complete the assigned readings, quizzes, and homework on a timely basis.
- No late submission of homework or assignments will be accepted unless the instructor approves **prior** to the submission date, **Absolutely, Positively!** Failure to properly notify the instructor of your absence will result in no points awarded for the homework or assignment.
- No makeup quizzes or exams will be given unless the instructor approves **prior** to the scheduled date. Failure to notify the instructor of your absence in advance will result in a zero grade for that test.
- In case of a make-up class or a class missed due to unforeseen circumstances, the session may be held in an online format (either synchronous or asynchronous).
- This syllabus and course outline are subject to change at the instructor's discretion throughout the semester. Changes may be made to accommodate students' specific interests, class progression, or emerging topics of relevance.

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**Disability Statement:** If you are a student with a disability requesting reasonable accommodations in this course, please visit Disability Accommodations and Support Services (DASS) located on the second floor of Arroyo Hall, or call 805-437-3331. All requests for reasonable accommodations require registration with DASS in advance of need. You can [apply for DASS services online](#). Faculty, students and DASS will work together regarding classroom accommodations. You are encouraged to discuss approved accommodations with your faculty.

**Change to syllabus:** The syllabus may change due to unforeseen events & flexibility during the semester. Changes will usually be announced in class as well as updated on the course site in Canvas.

**Academic honesty:** By enrolling at CSU Channel Islands, students are responsible for upholding the University's policies and the Student Conduct Code. Academic integrity and scholarship are values of the institution that ensure respect for the academic reputation of the University, students, faculty, and staff. Cheating, plagiarism, unauthorized collaboration with another student, knowingly furnishing false information to the University, buying, selling or stealing any material for an examination, or substituting for another person may be considered violations of the Student Conduct Code (located at <http://www.csuci.edu/campuslife/student-conduct/academic-dishonesty.htm>).

Please ask about my expectations regarding academic dishonesty in this course if they are unclear. If a student is found responsible for committing an act of academic dishonesty in this course, the student may receive academic penalties including a failing grade on an assignment or in the course and a disciplinary referral will be made and submitted to the Dean of Students office. Students are expected to familiarize themselves with the University Student Conduct Code at the following link: <http://www.csuci.edu/campuslife/student-conduct/academic-dishonesty.htm>.

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**Why College Degree?**

**When Is a California College Degree Worth the Cost? A New Study Has Answers:**

- The data, all from the federal government, show that the time it takes to recoup the net costs of earning a degree at Cal State San Bernardino is less than three months.
- According to a 2024 report by the California State Auditor ([go.csuci.edu/csa](http://go.csuci.edu/csa)), a Californian with a bachelor's degree earned an average of **62% more in 2021 than one with a high school diploma** (with that advantage being closer to 90% for those with a graduate degree). This is a marked increase since 1990, when a worker with a bachelor's degree earned 39% more than a high school graduate.

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Shim' Favorite Quote!

**Without a Big Dream,  
No Need to Do Hard-work;  
Without Hard-work,  
No Need to Dream.**  
(Vision + Perseverance)

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**Homework:**

- Please write two-page reflection paper on "Elon Musk 10 Rules of Success" by discussing 3 key takeaways from the video.
- Due Date: 11:59 PM on Thursday, September 5th**
- No late submission will be accepted, ABSOLUTELY POSITIVELY!!!**

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## Now Elon Musk Story! 10 Rules for Success

<https://www.youtube.com/watch?v=N0bj4UZ3zWg>



- Born in June 28, 1971 (age 53 years), Pretoria, South Africa
- In 1997, Earned bachelor's degrees in physics and economics from University of Pennsylvania, Philadelphia, in 1997
- Enrolled in graduate school in physics at Stanford University in California, but he left after only two days...
- In 1999, Founded an online financial services company, X.com, which later became PayPal, which specialized in transferring money online. Sold PayPal to eBay for \$1.5 billion in 2002.
- In 2004, started Tesla, SpaceX and Neuralink and et. al.,.
- In 2023, the Richest Person in the World, Net worth, \$230B.
- In May 2024, net worth of \$231B. The second richest person in the world.

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## Now Elon Musk Story! 10 Rules for Success

• <https://www.youtube.com/watch?v=N0bj4UZ3zWg>

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## 10 Rules for Success!



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## Accounting Concentration/Option @CI?

---If you complete CI's accounting concentration, you will meet the minimum accounting-course requirements to sit for the CPA exam in California!!! ([https://www.dca.ca.gov/cba/applicants/cpa\\_exam\\_quick\\_tips.pdf](https://www.dca.ca.gov/cba/applicants/cpa_exam_quick_tips.pdf))

- **Second Year**
- **Fall Semester:**
  - ACCT 210: Financial Accounting
- **Spring Semester:**
  - ACCT 220: Managerial Accounting
- **Third Year**
- **Fall Semester:**
  - ACCT 300: Applied Managerial Accounting
  - ACCT 320 Accounting Information Systems and Data Analytics
  - ACCT 330: Federal Taxation
- **Third Year**
- **Spring Semester:**
  - OR, ACCT 300: Applied Managerial Accounting
  - ACCT 310: Intermediate Accounting
  - BU (ACCT) 492: Accounting Internship-VITA (Voluntary Income Tax Assistance)
- **Fourth Year**
- **Fall Semester:**
  - ACCT 420: Auditing and Analytics
- **Spring Semester:**
  - ACCT 430 Advanced Accounting

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## Join the Accounting Option! Starting Fall 2024



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## Instructions for Real-life Company Team Project

- 1.Objective:**  
Select a real-life company and apply a managerial accounting theory or method learned during the course.
- 2.Team Composition:**  
1. Each group should consist of no more than **three students**.
- 3.Presentation Guidelines:**
  - 1. Format:** Presentation can be done either **in-person** or as a **recorded video**.
  - 2. Duration:** Prepare for a **15-minute presentation** followed by a **5-minute Q&A session**.
  - 3. Participation:** All team members must actively participate in the presentation.
  - 4. Attire:** **Business Casual** or **Business Formal** is recommended.
- 4.Steps to Complete the Project:**
  - Step 1:** Select a managerial accounting topic, theory, or method to analyze and apply to a real-life company.
  - Step 2:** Identify a real-life company where the topic can be applied.  
Examples of past real-life companies: Apple, Samsung, Ford, Toyota, United Airlines, NVIDIA, AMD, Nike, Adidas, Home Depot, Lowe's, Target, Walmart, Patagonia, REI, McDonald's, In-N-Out, etc.
  - Step 3:** Apply the selected topic to your chosen company, analyzing its relevance and practicality.
  - Step 4:** Make recommendations to the company's CEO by discussing the pros and cons of your managerial accounting method and whether it should be implemented to enhance managerial decision-making.

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### Real-life Company Team Project Topics

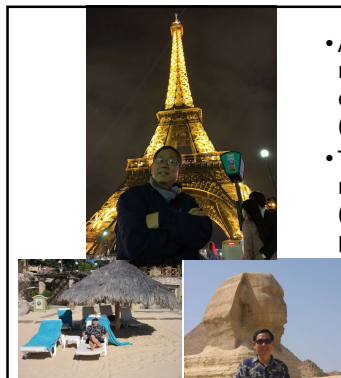
- Possible Topics include but not limited
  - CVP/Breakeven Analysis
  - Product Costing Method; Job order Costing, Process costing, Activity Based Costing, Operation Costing
  - Cost and Pricing Determination: Methods & Issues
  - Corporate Performance Evaluation Systems
    - ROA, ROE, Balance Scorecard, KPIs
  - Multinational Transfer Pricing Method and Issues
  - Cost Allocation Methods:
    - Service Department Cost Allocation
    - Joint Cost Allocation
  - Capital Budgeting Methods & Issues
- Real-life companies studied in the past include but not limited:
  - Apple, SamSung, Ford, Toyota; United Airline, US Airline, nVIDIA, AMD, Nike, Adidas, Home Depot, Lowe, Target, Walmart, Patagonia, REI, McDonalds, In-N-out, etc.

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### Suggested Guidelines for Real-life Company Team Project

- I. Executive Summary: Purpose, Analysis and Methods employed, Findings & Recommendations (1~2 slides)**
- II. Purposes/Objectives of the paper, (1~2 slides)**
- III. Introduction: Introduce and understand your chosen Real-life company. (3~5 slides)**
  - Background information, Brief company history, Major product/customer, Major competitors
  - Major financial information and ratios (Sales, Earnings, ROA, ROE, etc.)
  - Discussions on highlight of Comparative Financial Statements (Income Statement, Balance Sheet, Statement of Cashflow, Statement of Retained Earning and Stockholder's Equity)
- IV. Assumptions and Methods: Explain of your selected topic or method (2~3 slides)**
- V. Application and Analysis: How your company use your selected topic or method (3~5 slides)**
- VI. Findings and Recommendations: (2~3 slides)**
- VIII. References: Tables, Figures or Appendices (As many pages as necessary)**
- IX. Appendix: Attach Recent Comparative Financial Statements (Income Statement, Balance Sheet, Statement of Cashflow, Statement of Retained Earning and Stockholder's Equity)**

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- A team that 'earned' the most points from peer evaluations will receive a (secrete?) prize.
- This team will also receive maximum available points (10 points) for their presentation.

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### COURSE SCHEDULE

#### Session 1: January 22, 23

- Course Syllabus
- Read & be prepare to discuss PowerModule 1: Introduction Managerial Accounting
- Garrison, Noreen, Brewer (GNB): Prologue: Managerial Accounting: An Overview

#### Session 2: January 28, 30

- Read & be prepare to discuss PowerModule 2: Cost Concept and Cost Classification
- Garrison, Noreen, Brewer (GNB): Chapter One: Managerial Accounting and Cost Concepts

#### Session 3: February 4, 6, 11

- Read & be prepare to discuss PowerModule 3: Cost Volume Profit Analysis
- Garrison, Noreen, Brewer (GNB): Chapter Five: Cost-Volume-Profit Relationships

#### February 6: Quiz (I), PowerModule 1 and 2

#### Session 4: February 13, 18

- Read & be prepare to discuss PowerModule 4: Product Costing Method: Job Order Costing
- Garrison, Noreen, Brewer (GNB): Chapter Two: Job-Order Costing: Calculating Unit Product Costs

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### COURSE SHCEDULE

#### Session 5: February 20, 25

- Read & be prepare to discuss PowerModule 5: Product Costing Method: Process Costing
- Garrison, Noreen, Brewer (GNB): Chapter Three: Job-Order Costing: Cost Flows and ChapterFour: Process Costing

#### Session 6: February 27, March 4, 6

- Read & be prepare to discuss PowerModule 6: Product Costing Method: Activity-Based Costing
- Garrison, Noreen, Brewer (GNB): Chapter Seven: Activity-Based Costing:

#### February 27: Quiz (II)

#### Session 7: March 11, 13

#### Mid-term Exam, PowerModule 1, 2, 3, 4, and 5

#### Spring Break: March-17-21

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### COURSE SCHEDULE

#### Session 8: March 25, 27, April 1

- Read & be prepare to discuss PowerModule 7: Profit Planning and Budgeting
- Garrison, Noreen, Brewer (GNB): Chapter Eight: Master Budgeting

#### Session 9: April 3, 8

- Discussion of Real-life team Project, Team Organization and Team Project Proposal
- Videos on Past Real-life Team Project and Discussions

#### April 3: Quiz (III)

#### Session 10: April 10, 15, 17

- Read & be prepare to discuss PowerModule 8: Flexible Budget and Performance Analysis
- Garrison, Noreen, Brewer (GNB): Chapter Nine: Flexible Budgets and Performance Analysis

#### April 17: Quiz (IV)

#### Session 11: April 22, 24

- Read & be prepare to discuss PowerModule 9: Capital Budgeting
- Garrison, Noreen, Brewer (GNB): Chapter Fourteen: Capital Budgeting Decisions

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## COURSE SCHEDULE

### Session 12: April 29, May 1

--- Team Presentations

### Session 13: May 6, 8

--- Team Presentations

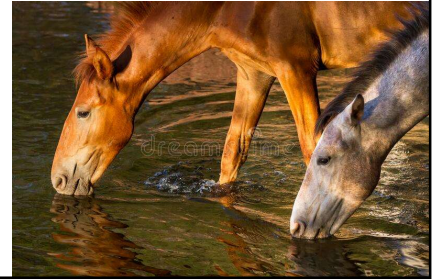
--- Preview for the Final Exam

**Final Exam Period: May 12-16 (No Class)**

**--- Final Exam: May 13, 10:30-12:30 AM**

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You can lead a horse to water, but  
You can't QUENCH her/his THIRST!!!

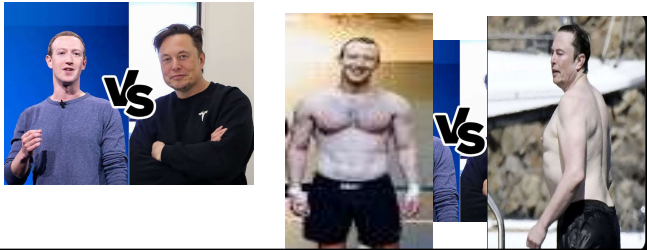


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Elon Musk (\$230 B) vs. Mark Zuckerberg (\$132 B)

(1) Elon Musk vs Mark Zuckerberg. Epic Rap Battles of History (youtube.com)  
(2) Elon Musk VS Mark Zuckerberg RAP BATTLE (AI) (youtube.com)

See you in Rome?



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Elon vs. Mark Rap Battle (1:04)



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## Let's Get-to-Know, YOU! Introduce Yourself!!!

- Name: (Last, First and Nick Names?)
- Any Work Experience/History? Years?
  - Information about Past/Current Employer (Company Name, Nature of Business?)
  - Position?
  - Major Responsibilities?
- One fun-fact about you (Sport, Hobby, Award, Contributions, 'Secret (?)', etc.)
- Expectations from ACCT 220 course?
- One Plan for 2025?



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