INTRODUCTION TO FINANCIAL & MANAGERIAL ACCOUNTING
ACCT 613
FALL 2018

(Versions 8/27/2018)

Instructor

Wayne Guay
Office: 1329 SH-DH
Phone: 215-898-7775
Email: guay@wharton.upenn.edu
Web: https://accounting.wharton.upenn.edu/profile/guay/

Office Hours:

Tuesday 1:00pm - 2:45pm, Thursday 2:00pm – 2:45pm, or by appointment

Course Objectives:

This course provides an introduction to both financial and managerial accounting, and emphasizes the analysis and evaluation of accounting information from the perspective of both investors as well as managers in the processes of planning, decision-making, and control. A large aspect of the course covers the fundamentals of financial accounting. The objective is to provide an overview of financial accounting and external reporting, including basic accounting concepts and principles, as well as the structure of the income statement, balance sheet, and statement of cash flows. The course also introduces elements of managerial accounting and emphasizes the development and use of accounting information for internal decisions. Topics include cost behavior and analysis, product and service costing and relevant costs for internal decision-making. This course is recommended for students who will be using accounting information for making strategic decisions in manufacturing and service operations, as well as those going into general consulting, thinking of starting their own businesses, or simply seeking a broad understanding of accounting and financial reporting as it relates to shareholders, creditors, managers and other users of financial information.

Course Website:

The website for this course is on Canvas (https://canvas.upenn.edu/courses/1419958)

Course Material:

for our course, covers all the chapters in the class, and is available only in the Penn
Bookstore. In the detailed schedule below, practice problems from the textbook are
assigned to reinforce the material covered for each topic (we refer to ‘TB’ for textbook in
the syllabus). Solutions to the problems in the textbook are posted on the course website.

**Material on Course Website:**

- **Lecture Slides:** the lecture slides will be made available in advance of class (at least one
week before the scheduled date).

- **Homework Assignments** (for submission on Canvas) and **Cases** (for in-class
discussion)

- **Exam Practice Problems and Solutions** (from old exams)

- **Articles:** business press articles are sometimes referenced in the course syllabus and
provide context for issues, which will be discussed in class.

**Grading Policy:**

Final grades will be determined using the following weights *(total: 100 points)*:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midterm Exam</td>
<td>35 pts.</td>
</tr>
<tr>
<td>Final Exam</td>
<td>35 pts.</td>
</tr>
<tr>
<td>In-Class Quizzes</td>
<td>15 pts.</td>
</tr>
<tr>
<td>Homework</td>
<td>10 pts.</td>
</tr>
<tr>
<td>Class Participation</td>
<td>5 pts.</td>
</tr>
</tbody>
</table>

The grading scheme will be re-weighted to take into consideration improvement in student
performance over the semester. If a student’s mean-adjusted score on the Final Exam (i.e., adjusted
for the mean class score) *improves* relative to the mean-adjusted score on the Midterm Exam, then
the weight on the Midterm Exam is reduced by 5 pts. (from 35 pts. to 30 pts.) and the weight on
the Final Exam is increased by 5 pts (from 35 pts. to 40 pts.).

Final course grades adhere to the school mandated grade guidelines. **Note that this allows for up
to 5% failing grades. Historically this course does give some failing grades each year.**

**Midterm & Final Exams:**

The midterm exam is scheduled for **Thursday, October 11, from 6 pm to 8 pm** (rooms tba), and
covers the material in lectures #1 through #12, inclusive. The final exam is scheduled by the
University Registrar and covers the material in lectures #13 through #24, inclusive. The final exam
has been scheduled for **Friday, December 14, from 3 pm to 5 pm**. Although it is rare for this date
and time to change, the University Registrar does reserve the right to do so.
Exams are closed-book, but you are allowed to bring to each exam one piece of 8 ½” x 11” paper with notes. This paper may contain handwritten or typed (any font and size) notes. You may write on both sides. You are allowed to use a regular calculator during the exams.

It is the student’s responsibility to attend examinations at the times and places specified. If a student cannot attend an examination, it is his/her responsibility to notify the MBA Office and the instructor prior to the exam (or as soon as possible). Only the MBA Office may grant a student authorization to be absent from an examination; there are no exceptions to this rule. In the event of an authorized absence from any exam, a make-up exam is given in January 2019 during the official make-up exam period set by the Registrar. You will receive a final grade of “Incomplete” for the course pending the completion of the make-up exam. An unauthorized absence from an examination will result in a grade of zero for that examination.

The graded mid-term exam will be returned to the student mail folders. The graded final exam can be picked up at the reception area of the accounting suite (SH-DH 1300) until the first week of spring semester classes (you will need to bring your student ID to collect the exam). Exam scores will be posted online. If a student feels that an exam has been incorrectly graded, he/she should return the exam to the professor – not a TA – within one week of the return of the examination (requests made after that will not be considered). The student should submit the original copy of the completed examination together with a written note that carefully explains the point of contention. The entire exam will be re-graded.

In-Class Quizzes:

There are five in-class quizzes during the course of the semester, which will be held on the dates indicated below and in the class schedule. Quizzes are given at the beginning of the class (late arrivals will not be accommodated with extra time, so be punctual). Each quiz will take about 15 minutes, and will consist of 4-5 questions (primarily multiple choice). The quizzes will be closed-book and no notes will be allowed. The material covered in each quiz is set out in the syllabus below.

In computing a student’s final grade, only the four highest quiz scores will be counted (i.e., the lowest quiz score will be dropped from the computation of your grade). If for some reason you are unable to attend class on one of the five quiz days, we will simply count the four quizzes that are completed. No make-up quizzes will be given. The quiz solutions and scores will be posted on the class web site within a day or so of taking the quiz. The dates for the five in-class quizzes are as follows:

Quiz 1: Tuesday, September 11th
Quiz 2: Thursday, September 20th
Quiz 3: Thursday, November 1st
Quiz 4: Tuesday, November 13th
Quiz 5: Thursday, November 29th
Homework Assignments:

There are three homework assignments with due dates indicated below and in the class schedule. The homework assignments may be discussed in groups. However, the solution submitted by each student must be his/her own individual work. It is not acceptable to copy another student’s work and submit it as your own. Doing so will be considered an act of cheating. The homework assignments #1 and #2 will be available on the course website. They must be submitted via Canvas by the due date and time listed below. Please do not hand in a hard copy to me or the T.As. It will not be accepted. Scores and solutions for homework assignments #1 and #2 will be posted online on the course website within a day or so of the homework being due.

The homework assignment #3 consists of preparing a written solution for either Case #10, #11, or #12 as indicated in the class schedule below. This homework assignment must be submitted as hard copy (no more than 3 pages) at the beginning of class when the respective case is on the class schedule. Each student must only pick one of the three cases. Again, the case solutions may be discussed in groups, but the write-up submitted must be each student’s own work.

The due dates and times for the homework problem sets are as follows:

- Homework 1: Wednesday, October 3rd (6 pm)
- Homework 2: Tuesday, October 9th (6 pm)
- Homework 3: Choose and prepare solution for either Case #10, #11, or #12 (hand in at the beginning of class; see schedule below)

Class Participation and Conduct:

Class participation grades are based on what you add to the learning experience of the entire class. Students who consistently make contributions that facilitate discussions, help to clarify technical points, or provide new insights will receive 5 points. No contribution or contributions that are obvious, confusing or peripheral will result in zero points. Consistently discourteous behavior (see below) will also result in zero class participation points. Contributions between the endpoints will receive between 1 and 4 points, accordingly. Please display name tents to make it easier for me to keep track of participation (I’m not great with names – sorry, and thank you!).

Both as a courtesy to your fellow students and the professor, and to ensure that everyone has the greatest opportunity to learn, please observe the following:

- Students should sit in the same seat each class session to help me keep track of where everyone is.
- Class starts and ends on time. If a unique situation arises such that you must come in late, please inform your professor ahead of time and sit in an open aisle seat close to the door you arrived through.
• Students should remain in attendance for the duration of class, except in an emergency. If a unique situation arises such that you must leave early, please inform your professor before class and sit in an open aisle seat near the exits of the classroom.
• All phones and other electronic devices should be turned off, with the exception of computers/tablets. Use of computers/tablets, however, must be strictly for the purpose of this class.
• Please do not carry on private conversations during class.

Student Preparation:

Students should come to class having reviewed the daily class slides and, on days with an assigned article or case study, having read these materials and worked through the case questions. It is also recommended that students read the suggested chapter sections from the textbook either before or immediately after the class, and work through at least some of the suggested practice problems from the textbook.

Teaching Assistants and Review Sessions:

There are seven teaching assistants for the course. Each of these TAs is a second-year MBA student who performed extremely well in the introductory financial accounting course last year. The TAs will hold regular office hours on four out of five days every week (except during breaks or for holidays) based on the schedule posted on the course website. The typical weekly office hour schedule is as follows (office hours will generally be held in SH-DH 215; for details see the schedule posted on the course website):

Monday        4:30 pm – 6:30 pm
Tuesday       4:30 pm – 6:30 pm
Wednesday    4:30 pm – 6:30 pm
Friday        10:00 am – noon

During office hours, one of the TAs will be present and will assist with questions about concepts, assigned problems/cases, or homework problems (however, they will not give you the solution to the homework assignments). Note that the TAs are jointly servicing both ACCT611 and ACCT613, so you may encounter students from both courses attending the same office hours.

The six TAs for the course are as follows:

Carter Bielen         cbielen@wharton.upenn.edu
Swati Ganeti         swatig@wharton.upenn.edu
Sherrise Pond         spond@wharton.upenn.edu
Kyle Trombley         ktrom@wharton.upenn.edu
Caitlin Van Kooten    cvankoot@wharton.upenn.edu
Yves Vontobel         vontobel@wharton.upenn.edu
**Ethics Matrix:**

The Wharton MBA Code of Ethics typically requests an Ethics Matrix for each class to provide ground rules and ethical guidelines for course materials and assistance from classmates or others. Below is the completed matrix for this course. If you have any questions about the matrix, please feel free to ask me.

| ACCT 613  
Financial & Managerial 
Accounting | Materials | People |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved calculator</td>
<td>Approved calculator</td>
<td>Wharton student not taking the class this term</td>
</tr>
<tr>
<td>Laptop / other electronics</td>
<td>Laptop / other electronics</td>
<td>Person outside of Wharton</td>
</tr>
<tr>
<td>Summary sheet of notes</td>
<td>Summary sheet of notes</td>
<td></td>
</tr>
<tr>
<td>Current book / class notes</td>
<td>Current book / class notes</td>
<td></td>
</tr>
<tr>
<td>Past notes / summaries</td>
<td>Past notes / summaries</td>
<td></td>
</tr>
<tr>
<td>Past exams / assignments</td>
<td>Past exams / assignments</td>
<td></td>
</tr>
</tbody>
</table>
| Internet content / other 
outside materials | Internet content / other 
outside materials | |
| Learning team / approved 
work team | Learning team / approved 
work team | |
| Other student(s) in same 
section | Other student(s) in same 
section | |
| Student(s) in other sections 
(same term) | Student(s) in other sections 
(same term) | |
| Wharton student not taking 
the class this term | Wharton student not taking 
the class this term | |
| Person outside of Wharton | Person outside of Wharton | |

**In-Class Readings & Cases**

| ACCT 613  
Financial & Managerial 
Accounting | Materials | People |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved calculator</td>
<td>Approved calculator</td>
<td>Wharton student not taking the class this term</td>
</tr>
<tr>
<td>Laptop / other electronics</td>
<td>Laptop / other electronics</td>
<td>Person outside of Wharton</td>
</tr>
<tr>
<td>Summary sheet of notes</td>
<td>Summary sheet of notes</td>
<td></td>
</tr>
<tr>
<td>Current book / class notes</td>
<td>Current book / class notes</td>
<td></td>
</tr>
<tr>
<td>Past notes / summaries</td>
<td>Past notes / summaries</td>
<td></td>
</tr>
<tr>
<td>Past exams / assignments</td>
<td>Past exams / assignments</td>
<td></td>
</tr>
</tbody>
</table>
| Internet content / other 
outside materials | Internet content / other 
outside materials | |
| Learning team / approved 
work team | Learning team / approved 
work team | |
| Other student(s) in same 
section | Other student(s) in same 
section | |
| Student(s) in other sections 
(same term) | Student(s) in other sections 
(same term) | |
| Wharton student not taking 
the class this term | Wharton student not taking 
the class this term | |
| Person outside of Wharton | Person outside of Wharton | |

**Homework Problem Sets**

| ACCT 613  
Financial & Managerial 
Accounting | Materials | People |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved calculator</td>
<td>Approved calculator</td>
<td>Wharton student not taking the class this term</td>
</tr>
<tr>
<td>Laptop / other electronics</td>
<td>Laptop / other electronics</td>
<td>Person outside of Wharton</td>
</tr>
<tr>
<td>Summary sheet of notes</td>
<td>Summary sheet of notes</td>
<td></td>
</tr>
<tr>
<td>Current book / class notes</td>
<td>Current book / class notes</td>
<td></td>
</tr>
<tr>
<td>Past notes / summaries</td>
<td>Past notes / summaries</td>
<td></td>
</tr>
<tr>
<td>Past exams / assignments</td>
<td>Past exams / assignments</td>
<td></td>
</tr>
</tbody>
</table>
| Internet content / other 
outside materials | Internet content / other 
outside materials | |
| Learning team / approved 
work team | Learning team / approved 
work team | |
| Other student(s) in same 
section | Other student(s) in same 
section | |
| Student(s) in other sections 
(same term) | Student(s) in other sections 
(same term) | |
| Wharton student not taking 
the class this term | Wharton student not taking 
the class this term | |
| Person outside of Wharton | Person outside of Wharton | |

**In-Class Quizzes**

| ACCT 613  
Financial & Managerial 
Accounting | Materials | People |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved calculator</td>
<td>Approved calculator</td>
<td>Wharton student not taking the class this term</td>
</tr>
<tr>
<td>Laptop / other electronics</td>
<td>Laptop / other electronics</td>
<td>Person outside of Wharton</td>
</tr>
<tr>
<td>Summary sheet of notes</td>
<td>Summary sheet of notes</td>
<td></td>
</tr>
<tr>
<td>Current book / class notes</td>
<td>Current book / class notes</td>
<td></td>
</tr>
<tr>
<td>Past notes / summaries</td>
<td>Past notes / summaries</td>
<td></td>
</tr>
<tr>
<td>Past exams / assignments</td>
<td>Past exams / assignments</td>
<td></td>
</tr>
</tbody>
</table>
| Internet content / other 
outside materials | Internet content / other 
outside materials | |
| Learning team / approved 
work team | Learning team / approved 
work team | |
| Other student(s) in same 
section | Other student(s) in same 
section | |
| Student(s) in other sections 
(same term) | Student(s) in other sections 
(same term) | |
| Wharton student not taking 
the class this term | Wharton student not taking 
the class this term | |
| Person outside of Wharton | Person outside of Wharton | |

**Midterm & Final Exams**

| ACCT 613  
Financial & Managerial 
Accounting | Materials | People |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Approved calculator</td>
<td>Approved calculator</td>
<td>Wharton student not taking the class this term</td>
</tr>
<tr>
<td>Laptop / other electronics</td>
<td>Laptop / other electronics</td>
<td>Person outside of Wharton</td>
</tr>
<tr>
<td>Summary sheet of notes</td>
<td>Summary sheet of notes</td>
<td></td>
</tr>
<tr>
<td>Current book / class notes</td>
<td>Current book / class notes</td>
<td></td>
</tr>
<tr>
<td>Past notes / summaries</td>
<td>Past notes / summaries</td>
<td></td>
</tr>
<tr>
<td>Past exams / assignments</td>
<td>Past exams / assignments</td>
<td></td>
</tr>
</tbody>
</table>
| Internet content / other 
outside materials | Internet content / other 
outside materials | |
| Learning team / approved 
work team | Learning team / approved 
work team | |
| Other student(s) in same 
section | Other student(s) in same 
section | |
| Student(s) in other sections 
(same term) | Student(s) in other sections 
(same term) | |
| Wharton student not taking 
the class this term | Wharton student not taking 
the class this term | |
| Person outside of Wharton | Person outside of Wharton | |

**Other comments:**

The information above covers many common situations but will not cover every circumstance. Remember: The Wharton MBA Code of Ethics that you accepted requires, among other things, that you represent yourself and your work honestly, don’t try to gain unfair advantage over other students, follow the instructor’s guidelines and respect confidentiality of your work and the work of others.

Should you have questions, please contact your ethics liaison or professor.
Class Schedule (all of the topics listed below will be covered)

Key: TB refers to the Dyckman et al. textbook (Wharton custom edition); x-y means problem y in chapter x of the textbook.

1 Tues 8/28 **Introduction**

<table>
<thead>
<tr>
<th>Slides:</th>
<th>Session 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>TB Reading:</td>
<td>Chapter 1</td>
</tr>
<tr>
<td>TB Problems:</td>
<td>M1-24, E1-28, E1-29, P1-38, P1-40</td>
</tr>
<tr>
<td>Add. Reading:</td>
<td>Basics of Accounting Are Vital to Survival; Tesla Loss Widens as Spending Jumps</td>
</tr>
</tbody>
</table>

2 Thur 8/30 **Accounting Process; Mapping Business Activity into Financial Statements**

<table>
<thead>
<tr>
<th>Slides:</th>
<th>Session 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case #1:</td>
<td>Animatronics (Q1 – Q4)</td>
</tr>
<tr>
<td>TB Reading:</td>
<td>Chapters 2 and 3</td>
</tr>
<tr>
<td>Add. Reading:</td>
<td>Apple Warns EU Investigation Could Result in Back Taxes; Driverless Car is Officially a Risk</td>
</tr>
</tbody>
</table>

3 Tues 9/4 **Economics vs. Accounting; Balance Sheet Presentation; Introduction to Accrual Accounting**

<table>
<thead>
<tr>
<th>Slides:</th>
<th>Session 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>TB Reading:</td>
<td>Chapters 2 and 3</td>
</tr>
<tr>
<td>TB Problems:</td>
<td>Chapter 2: P2-60, P2-66 Chapter 3: P3-42, P3-49</td>
</tr>
<tr>
<td>Add. Reading:</td>
<td>How Binge Viewing Could Rock Netflix Stock; How to Value Intangible Assets</td>
</tr>
</tbody>
</table>

4 Thur 9/6 **Revenue Recognition; Accrual Accounting and the Matching Principle**

<table>
<thead>
<tr>
<th>Slides:</th>
<th>Session 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case #2:</td>
<td>United Airlines</td>
</tr>
<tr>
<td>TB Reading:</td>
<td>Chapter 6, p. 270-281</td>
</tr>
<tr>
<td>TB Problems:</td>
<td>M6-14, M6-24, E6-33, E6-40, E6-41</td>
</tr>
<tr>
<td>Add. Reading:</td>
<td>Accounting Shift Would Lift Tech Profits; Zynga Explains Method for Recording Real Revenue; Boeing Hits a Milestone; SEC Investigating Smirnoff Maker; Tech Startups Woo Investors; Microsoft Financials</td>
</tr>
</tbody>
</table>
5 Tues 9/11  **Statement of Cash Flows**

- Slides: Sessions 5 & 6
- Case #1: Animatronics (Q5)
- TB Reading: Chapter 4
- TB Problems: M4-23, M4-26, M4-31, E4-34, E4-38, E4-41, E4-44
- Add. Reading: Cash Flow Never Lies; Chevron Needs to Boost Cash Flow to Cover Dividend

**Quiz #1:** 10-20 minute quiz, covering Sessions #1 - #4

---

6 Thur 9/13  **Statement of Cash Flows (continued)**

- Slides: Sessions 5 & 6
- Case #3: Callaway Golf
- TB Reading: Chapter 4
- TB Problems: P4-51, P4-54
- Add. Reading: Quick Cash Via Receivables Deals

---

7 Tues 9/18  **Introduction to Financial Statement Analysis (FSA)**

- Slides: Session 7
- TB Reading: Chapter 5
- TB Problems: M5-14, M5-24, E5-27, E5-33, P5-45

---

8 Thur 9/20  **Accounts Receivable**

- Slides: Session 8
- Case #4: Vitamin Shoppe
- TB Reading: Chapter 6
- TB Problems: M6-18, M6-20, E6-34, E6-35
- Add. Reading: Accounting Issues at WorldCom; At Nortel, Warning Signs Existed Months Ago; China Has a $590 Billion Problem With Unpaid Bills

**Quiz #2:** 10-20 minute quiz, covering Sessions #5 - #7
<table>
<thead>
<tr>
<th>Date</th>
<th>Day</th>
<th>Topic</th>
<th>Slides:</th>
<th>Case #5:</th>
<th>TB Reading:</th>
<th>TB Problems:</th>
<th>Add. Reading:</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Tues</td>
<td>Inventory, Product Costing, and Cost of Goods Sold</td>
<td>Session 9</td>
<td>Syngenta</td>
<td>Chapter 7</td>
<td>M7-15, M7-19, M7-22, E7-26, E7-29, E7-31</td>
<td>Big Oil’s Accounting; Unraveling Inventory’s Riddle; Supplement to LIFO vs. FIFO</td>
</tr>
<tr>
<td>10</td>
<td>Thur</td>
<td>Inventory, Product Costing, and Cost of Goods Sold (continued)</td>
<td>Session 10</td>
<td></td>
<td>Chapter 17</td>
<td>M17-14, M17-15, E17-21, E17-25, E17-26</td>
<td>Boeing Hits a Milestone; Chesapeake’s Obscure Costs</td>
</tr>
<tr>
<td>11</td>
<td>Tues</td>
<td>Long-Lived Assets</td>
<td>Sessions 11 &amp; 12</td>
<td></td>
<td>Chapter 8</td>
<td>M8-11, M8-14, E8-24, P8-36</td>
<td>IFRS Spells Write-Downs; Moore’s Law Meets GAAP Accounting; DirecTV Write-Downs</td>
</tr>
<tr>
<td>Wed</td>
<td>3</td>
<td>Homework #1 (due at 6 pm)</td>
<td>(Topics covered: Accounts Receivable and Inventory)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Tues</td>
<td>Long-Lived Assets (continued)</td>
<td>Sessions 11 &amp; 12</td>
<td>Berwick Tools</td>
<td></td>
<td>M8-17, M8-21, E8-29, E8-32, E8-35</td>
<td>Sprint Takes Write-Down as Brand Value Loses Value; Trucking Industry’s Tale of Woe; The Big Mystery: What’s Big Data Really Worth?</td>
</tr>
<tr>
<td>Tues</td>
<td>9</td>
<td>Homework #2 (due at 6 pm)</td>
<td>(Topics covered: Statement of CF and Long-Lived Assets from 10/2 class)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Thu 10/11  **Midterm Exam (6 pm – 8 pm; rooms tba)**  
(Topics covered: Sessions #1 - #12, inclusive)

---

13 Tues 10/23  **Long-Term Debt**  
Slides: Sessions 13 & 14  
TB Reading: Chapter 9, Appendix A (Time-Value of Money)  
Add. Reading: Citigroup Finds a Profit; How did Argentina pull off 100-year bond sale?

---

14 Thur 10/25  **Long-Term Debt (continued) and Leases (begin)**  
Slides: Sessions 13 & 14; Session 15  
Case #7: Starbucks  
Add. Reading: Morgan Stanley to Post a Loss from Bonds; Demystify the Lehman Shell Game

---

15 Tues 10/30  **Leases (continued)**  
Slides: Session 15  
TB Reading: Chapter 10, p. 460-474  
TB Problems: M10-13, M10-15, E10-23, E10-26  
Add. Reading: Coming to a Balance Sheet Near You; Leases Suffer Identity Crisis; Northeast Airlines Financials

---

16 Thur 11/1  **Deferred Taxes (begin)**  
Slides: Session 16  
TB Reading: Chapter 10, p. 484-492  
TB Problems: M10-22, E10-33  
Add. Reading: Piles of Overseas Profits Investors Cannot Touch; Motorola Deal Offers Google Tax Benefits  
**Quiz #3:** 10-20 minute quiz, covering Sessions #13 - #15
17 Tues 11/6  **Deferred Taxes (continued)/Owners’ Equity (begin)**  
- Slides: Session 16 & Session 17  
- Case #8: PepsiCo  
- TB Reading: Chapter 11  
- TB Problems: Chapter 10: P10-40, P10-41  
  Chapter 11: M11-20, M11-21  
- Add. Reading: Sony Profits Are Far Off with Write-Down;  
  Stock Options Debate Comes to Silicon Valley

18 Thur 11/8  **Owners’ Equity (continued)**  
- Slides: Session 17  
- Case #8: PepsiCo (continued)  
- TB Reading: Chapter 11  
- Add. Reading: Boeing’s Buyback Spending; Stock Buybacks are so  
  Yesterday

19 Tues 11/13  **Managerial Accounting & Cost Concepts**  
- Slides: Sessions 19 & 20  
- TB Reading: Chapters 13 and 15  
  Chapter 15: M15-11, M15-12, M15-16, E15-25  
- Add. Reading: Lobster Glut Slams Prices; U.S. Postal Service Tries as  
  Fishmonger  

**Quiz #4:** 10-20 minute quiz, covering Sessions #16 - #18

20 Thur 11/15  **Cost Concepts (continued)**  
- Slides: Sessions 19 & 20  
- Case #9: Forest Gump  
- TB Reading: Chapter 16  
- TB Problems: M16-12, M16-15, M16-17, E16-22, E16-26  
- Add. Reading: Going Out for Lunch is a Dying Tradition; Delta Air  
  Lines Gains Altitude
21 Tues 11/27  **Cost Allocation and Activity-Based Costing**

**Slides:** Session 21
**Case #10:** Wilkerson Company *(HW #3)*
**TB Reading:** Chapters 14 and 18, p. 18-1 to 18-15
**TB Problems:** Chapter 14: M14-11, M14-14, P14-27
                  Chapter 18: M18-10, M18-13, M18-16, E18-22
**Add. Reading:** Mylan’s EpiPen Pretax Profits 60% Higher than Told

22 Thur 11/29  **Customer Profitability Analysis**

**Slides:** Session 22
**Case #11:** Infinity Bank *(HW #3)*
**TB Reading:** Chapters 18, p. 18-15 to 18-19, and 19, p. 19-1 to 19-9
**TB Problems:** Chapter 18: M18-18, E18-26, E18-27
                  Chapter 19: M19-17
**Add. Reading:** Free Checking Accounts Cost More; P&G’s Brand Cull

**Quiz #5:** 10-20 minute quiz, covering Sessions #19 - #21

23 Tues 12/4  **Decentralization and Transfer Pricing**

**Slides:** Session 23
**Case #12:** Caribbean Brewers *(HW #3)*
**TB Reading:** Chapters 22, p. 22-1 to 22-9, and 23, p. 23-7 to 23-12
**TB Problems:** Chapter 22: MA22-42
                  Chapter 23: M23-19, E23-24, MA23-41
**Add. Reading:** Google’s Parent Could Be Big Winner

24 Thur 12/6  **Final Review and Course Wrap-Up**

**Slides:** Session 24

Fri 12/14  **Final Exam (3 pm – 5 pm; rooms tba)**

(Topics covered: Sessions #13 - #24, inclusive)