Course: Accountancy 554 – Management Accounting and Control
Professor: Dr. Mark L. Frigo, PhD, CPA, CMA
Ledger & Quill Alumni Foundation Distinguished Professor of Strategy and Leadership
Director, Center for Strategy, Execution, and Valuation
Office: 6037 DePaul Center (email: mfrigo@depaul.edu) Phone: 312.362.8784

Course Description: This course provides students with a conceptual understanding of basic cost
management and managerial accounting knowledge and skills. Topics include cost behavior, cost-volume
profit analysis, cost accounting systems, budgeting and control, responsibility accounting, the basics of
strategic performance measurement systems and analyzing performance. Emphasis is on the
interpretation & use of accounting information rather than its creation & accumulation.

Online On-Demand Sessions: This course is presented in a online, on-demand format.

Grading and Learning Assessment:
The final grade for the course will be determined as follows:

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<tr>
<th>Component</th>
<th>Percentage</th>
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<tr>
<td>Quizzes</td>
<td>50%</td>
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<tr>
<td>Final Examination</td>
<td>50%</td>
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<tr>
<td>Total</td>
<td>100%</td>
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Course Text Materials:
We will use the following course materials.

Study Guide and Workbook: *Management Accounting and Control: A Study Guide and Workbook for MBAs* (2014 Edition 1.0) by Mark L. Frigo in digital/printable format e-book is available from the Institute of Strategy and Valuation (ISV) at on [http://www.institutesv.org/acc554](http://www.institutesv.org/acc554) for immediate download. This will be the primary study guide and workbook for the course and will be used throughout the course. It includes the background readings, homework problems and questions (with annotated solutions) and a class notes section for each chapter which includes practices problems which are discussed in the video lectures.

Recommended Textbook for Background Reading: *Managerial Accounting for Managers*, by Noreen, Brewer, and Garrison Third Edition, McGraw-Hill Irwin. This textbook is available in the DePaul Barnes & Nobel bookstore [http://bookstore.mbsdirect.net/depaul.htm](http://bookstore.mbsdirect.net/depaul.htm) This book will be used for reference and background readings and is recommended for the course.
Pre-Course Preparation
The following pre-course preparation should be completed before 12noon CST on March 30th.

- Read Chapter 1 from the Study Guide and Workbook - Strategy, Execution, Performance Measures, and Management from the Study Guide and review Problems and Questions at the end of the chapter
- Read Chapter 2 from the Study Guide and Workbook - Cost Accounting Concepts and Terminology from the Study Guide and review Problems and Questions at the end of the chapter
- Complete the following Diagnostics Quizzes for Chapter 1 and Chapter 2 on the ISV site on Chapter 1 and 2 from the Study Guide and Workbook
  - Quiz 1 - Balanced Scorecard and Strategy Maps (from Chapter 1 of the Study Guide)
  - Quiz 2 - Value Based Metrics (from Chapter 1 of the Study Guide)
  - Quiz 3 - Cost Accounting Concepts and Terminology (from Chapter 2 of the Study Guide)
- The diagnostic quizzes are available until March 30th at 12noon CST on http://www.institutesv.org/acc554/quizzes The diagnostic quizzes are untimed and are available until 12noon CST on March 30th

Course Information, Syllabus and Faculty Information
(For review before the course begins)

- Review the syllabus on D2L
- View Course Introduction Video on D2L (time 9:03)
- View Syllabus Review Video on D2L (time 8:38)
- Review Faculty Information and other information on the Syllabus and Course Schedule content section on D2L

Week 1 (Week of March 30th)
Module 1 Introduction to Management Accounting and Control

- Read Chapter 1 - Strategy, Execution, Performance Measures, and Management from the Study Guide
- Homework: Solve and review Problems and Questions at the end of the Chapter 1 from Study Guide
- Read Chapter 2 from the Textbook (pages 21-64) for background reading
- Read Chapter 2 - Cost Accounting Concepts and Terminology from the Study Guide
- Homework: Solve and review Problems and Questions at the end of the Chapter 2 from Study Guide
- View videos for Module 1 on D2L
- Complete Quiz for Module 1 on D2L (Starts Mar 30, 2015 12:00am Ends Apr 5, 2015 11:59pm)
Week 2 (Week of April 6th)

**Module 2 Job-Order Costing**
- Read Chapter 4 from the Textbook (pages 116-153) for background reading
- Read Chapter 3 – Job Order Costing from the Study Guide
- Homework: Solve and review Problems and Questions at the end of Chapter 3 from the Study Guide
- View videos for Module 2 on D2L
- Complete Quiz for Module 2 on D2L (Starts Apr 6, 2015 12:00am Ends Apr 12, 2015 11:59pm)

Week 3 (Week of April 13th)

**Module 3 Budgets, Standard Costs and Variance Analysis**
- Read Chapter 10 from the Textbook (pages 417-450) for background reading
- Read Chapter 11 from the Textbook (pages 451-486) for background reading
- Read Chapter 4 – Budgeting from the Study Guide
- Read Chapter 5 – Standard Costing and Variances from the Study Guide
- Homework: Solve and review Problems and Questions at the end of Chapter 5 from the Study Guide
- View videos for Module 3 on D2L
- Complete Quiz for Module 3 on D2L (Starts Apr 13, 2015 12:00am Ends Apr 19, 2015 11:59pm)

Week 4 (Week of April 20th)

**Module 4 Cost Behavior and Cost-Volume-Profit Analysis**
- Read Chapter 3 from the Textbook (pages 70-115) for background reading
- Read Chapter 6 – Cost Behavior Analysis from the Study Guide
- Read Chapter 7 Cost-Volume-Profit Analysis from the Study Guide
- Homework: Solve and review Problems and Questions at the end of Chapter 6 from the Study Guide
- Homework: Solve and review Problems and Questions at end the of Chapter 7 from the Study Guide
- View videos for Module 4 on D2L
- Complete Quiz for Module 4 on D2L (Starts Apr 20, 2015 12:00am Ends Apr 26, 2015 11:59pm)

Week 5 (Week of April 27th)

**Module 5 Relevant (Differential) Cost Analysis**
- Read Chapter 7 from the Textbook (pages 258-308) for background reading
- Read Chapter 9 – Relevant Cost Analysis from the Study Guide
- Homework: Solve and review Problems and Questions at the end of Chapter 9 from the Study Guide
- View videos for Module 5 on D2L
- Complete Quiz for Module 5 on D2L (Starts Apr 27, 2015 12:00am Ends May 3, 2015 11:59pm)

**Final Examination (online)**
*Start May 4, 2015 12:00am Ends May 8, 2015 11:59pm*
We will provide a specification outline for the Final Examination which will help you to guide your studies. The examination will be objective format questions and problems covering Module 1-5.
Dr. Mark L. Frigo
Professor Biography

Dr. Mark L. Frigo, PhD, CPA, CMA is Director of The Center for Strategy, Execution, and Valuation and the Strategic Risk Management Lab in the Kellstadt Graduate School of Business at DePaul University and Ledger & Quill Alumni Foundation Distinguished Professor of Strategy and Leadership. Author of seven books and over 100 articles, his work is published in leading journals including Harvard Business Review. Dr. Frigo is a frequent contributor and an editor for Strategic Finance, Visiting Professor at the University of Siena (Italy) Masters and Doctoral programs and lectures at universities and conferences throughout North America, Europe and Asia-Pacific. He is a leading expert in strategy and execution in high-performance companies and strategic risk management. Dr. Frigo is the co-author (with Joel Litman) of the book Driven: Business Strategy, Human Actions and the Creation of Wealth (2008) www.markfrigo.com.

His professional career has included corporate strategic planning, mergers and acquisitions, and management consulting in strategic services at an international consulting firm. Dr. Frigo is the three-time recipient of the Economos Distinguished Teaching Award in the Kellstadt Graduate School of Business, the DePaul University Excellence in Teaching Award, the Outstanding Accounting Educator of the Year Award in the State of Illinois by the Illinois CPA Society and numerous awards by professional organizations for his executive education programs and he was recently profiled in Crain’s Chicago Business in an article about top Business School professors.

Dr. Frigo has personally taught and mentored over 15,000 MBA students in academic courses and thousands of managers and executives in professional development programs. As an avocation, Dr. Frigo is a teacher of the way of martial arts and holds the advanced rank of Yon Dan (4th degree Black Belt) in Shotokan karate; he is a Sensei at the Jiu-Jitsu Institute (Chicago’s oldest martial artist school, established 1938), and a senior student of Master Sensei Wataru Nakamoto (1919-2014). Dr. Frigo incorporates the lessons, wisdom, energy and insight from martial arts philosophy in his career and life strategy teaching and mentoring with his MBA students, managers and executive teams.

He received his Bachelor of Science degree in Accountancy from the University of Illinois, an MBA degree from Northern Illinois University and completed postgraduate studies in the Kellogg Graduate School of Management at Northwestern University. He is a CPA in the State of Illinois and a Certified Management Accountant (CMA). Dr. Frigo received his Ph.D. in Econometrics. He serves as an advisor to senior executive teams and boards of directors. Please see www.markfrigo.com for his latest research and keynote presentations.