

**GLOBAL MBA Program  
Graduate School of Business  
Seoul National University**

**MANAGERIAL ACCOUNTING  
February 2013**

<b>Instructor: Professor Jae Yong Shin</b>	
<b>Class</b>	Monday, Wednesday & Thursday, 9:30am-12:30 pm
<b>Office:</b>	SK 305
<b>Office phone:</b>	880-6940
<b>E-mail:</b>	jshin@snu.ac.kr – I'm happy to address questions and concerns via e-mail; allow a one-business-day turnaround
<b>Office Hours:</b>	– Tuesday from 1:30pm to 3:00pm – Other times by advance appointment

**COURSE OBJECTIVES AND DESCRIPTION**

The objective of this course is to provide you with an understanding of how managerial accounting principles and tools can support designing systems that provide useful information for strategic and operational decisions in manufacturing and service-sector environments. The course begins with exploring the influence of incentives on rational individuals' decisions, and how the mission and design of the organization influences the performance evaluation and reward systems (hence, accounting) implemented within it. Using agency theory as our foundation, we explore what motivates individuals' behavior and the conflicts this can create in an organizational context. We then examine how organizations and the accounting systems within them can be structured to reduce those conflicts and direct individuals towards actions that benefit the organization and the individuals themselves. This course also provides an overview of strategic performance measurement in conjunction with the Balanced Scorecard as an example of a framework that integrates critical performance measurement perspectives—financial, customer value propositions, internal processes, and learning and growth—to achieve an organization's strategic goals. Performance measurement in such a framework includes not only accounting information, but also critical nonfinancial metrics. We will examine specific components of the Balanced Scorecard by addressing such issues as the interface between financial and nonfinancial information for decision-making, planning, continuous improvement, and performance evaluation. Traditional methods of costing products and services will be contrasted with a contemporary approach called activity-based costing. We will discuss examples of how activity-based costing provides insight and information for process improvement, product mix decisions, and customer profitability analysis.

**TEXTS AND MATERIALS**

1. **REQUIRED:** Textbook: Atkinson, A., Kaplan, R., Matsumura, E.M., and Young, S. M., *Management Accounting*, 6th ed., (Prentice Hall), 2012.

*Managerial Accounting Class Course Packet*

2. **COURSE WEB PAGE:** SEE SNU GSB LECTURE COMMUNITY

Includes downloadable papers, assignments, and other course materials, updated as the class progresses. The course web site will be heavily used to transmit information that clarifies discussions and assignments. You should check the web site daily, as you will be held responsible for any information posted that affects any component of your grade.

# Managerial Accounting Syllabus Pearson

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