

SYLLABUS FOR AC711 (Section F1) – FALL 2017
Boston University Questrom School of Business
AC 711 – Financial Reporting and Control (PEMBA)
Version V1 – Sept. 3, 2017

Who? Professor Peter Wysocki
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Office: Hariri Building 520A
Office Hours: Tuesdays and Thursdays (5:30-6:30pm) or by appointment
Office Location: Hariri Building 520A

Where? Lectures are on Thursdays, 6:30pm-9:15pm (HAR 224) – Section F1

What? **Primary Objective:** The first part of this course is designed to provide you with a basic understanding of concepts in financial accounting. It is designed with the user of financial information in mind rather than the preparer of accounting reports. The focus is developing your ability to read and understand information in the financial statements (the balance sheet, the income statement and the cash flow statement) provided by companies to external users. The course assumes no prior knowledge of accounting.

The second part of the course provides you with an introduction to the concepts of managerial accounting. Much of your responsibility as managers requires you to make decisions. As managers, you need to understand your company's accounting process so that you can judiciously use or avoid or adapt accounting information as you make decisions. This will be true regardless of whether you are employed in a large company or as a consultant, or are starting your own business.

How? **Pre-semester reading for AC711:** Required reading before classes start.

In the week before classes start, incoming AC711-F1 students are required to read the helpful on-line document titled "*How to Read a Financial Report*". Links to document:

http://e145.stanford.edu/upload/Merrill_Lynch.pdf

OR

<http://www.stanford.edu/class/msande271/onlinetools/HowToReadFinancial.pdf>

Class Materials on the Web: Class lecture slides and handouts (plus other supplemental materials) will be posted on the AC711 class website on **QuestromTools** (<https://questromtools.bu.edu> | Click on AC711-F1). You should download the lecture notes before each class (bring hardcopy to class or view PDF on "lay flat" tablet or E-reader (see also section on in-class Technology Policies). If you are missing lecture notes/handouts for a class, please obtain them from QuestromTools.

Preparation for Class: Before each class, every student should download and review the lecture slides (posted on **QuestromTools**) and, on days with an assigned article or case study, read these materials and complete and submit the case questions. You should also read the suggested sections from the textbooks (see Course Schedule) either before or immediately after class, and complete the weekly on-line Problem Set before class. You should prepare for each class by concentrating your efforts on the "To Do" list for each class.

Classroom Approach: Classes will consist of lectures, cases discussions, and problem solving using real world examples. Lectures will incorporate examples from the course textbooks, current newspaper and business articles, and assigned homework where appropriate. If a concept or problem is not understood, feel free to stop me at any point for clarification. The classes will be casual, fun and interactive. I think the best way to learn is through numerous examples. Therefore, we will solve many interesting examples and short problems in class. To keep things lively, I will ask questions and get your input during class. Given the interactive nature of the lectures and the 4 cases discussions, I will, on occasion, “cold call” students. Therefore, you should come fully prepared to each class.

Textbooks:

There are 2 required textbooks for AC711 (Section F1 – Professor Wysocki):

(1) Financial Statements: A Step-by-Step Guide to Understanding and Creating Financial Reports - 2nd Edition”

Author: Thomas R. Ittelson	Edition: 2nd edition, 2009
Publisher: Career Press	ISBN: 978-1601630230

- This textbook is available at the Boston University Bookstore or it can be ordered on-line from websites such as Amazon.com (on-line price is usually less than \$12.00).

(2) “Managerial Accounting (Schaum's Outlines) - 2nd Edition”

Authors: Jae Shim & Joel Siegel	Edition: 2nd edition, 2011/12
Publisher: McGraw Hill	ISBN: 978-0-017-176252-6

- This textbook is available at the Boston University Bookstore or it can be ordered on-line from websites such as Amazon.com (on-line price is usually less than \$18.00).

Grading:

<u>Assessment:</u>	<u>What is Evaluated?</u>	<u>Grade Weight</u>
11 Weekly On-line Problems Sets	Count Best 9 Problem Sets	90 pts (10 pts each)
4 Group Cases	Count Best 3 Cases	150 pts (50 pts each)
4 In-Class Quizzes	Count Best 3 Quizzes	210 pts (70 pts each)
Comprehensive Financial Accounting Exam (in Class #9)	Based on Financial Accounting Content (Classes 1-8)	400 pts
Class participation, attendance and contribution (including case discussions)	Attendance (40 pts); Participation, positive contribution to class environment (110 pts)	<u>150 pts</u>
<u>Total points:</u>		<u>1000 pts *</u>

* Your final letter grade in AC711 will be based on your performance relative other students registered in AC711-Section F1 in Fall 2017. The distribution of final grades for AC 711 will follow the BU Questrom School of Business recommended MBA grading policy including the stipulation that “no more than 40% of the grades in a given MBA required course should be in the A or A-range.”

On-Line Problem Sets: There are 11 individual on-line Problem Sets during the semester. Not all students will have exactly the same questions (and corresponding correct answers) for these on-line Problem Sets. The Problem Sets must be submitted by 5:00pm (current Boston time) on the due date. Late submissions will receive a score of zero. In computing your final grade, only your 9 highest Problem Set scores will be counted (i.e., the lowest 2 Problem Set scores will be dropped from the computation of your grade). No make-up Problem Sets or extensions will be given. Discussion of general concepts and procedures is allowed with other AC711 students currently taking the course in Fall 2017, but no sharing of specific answers.

Group Cases: By the end of Class #2, you will join a “Group” of 1-4 students to complete the 4 Case assignments due this semester (see Course Schedule). Your Group must submit a single document with your Case write-up/solutions on QuestromTools. Cases must be submitted by 5:00pm (current Boston time) on the due date. Late submissions will receive a score of zero. In computing your final grade, only your 3 highest Case scores will be counted (i.e., the lowest Case score will be dropped from the computation of your grade). No make-up Cases or extensions will be given. Please bring a hardcopy of your Case write-up to class to help you in participating in the classroom discussion of the Case.

In-Class Quizzes: There are 4 in-class Quizzes during the semester (see Course Schedule). Quizzes will generally be at the beginning of the class (late arrivals will not be accommodated, so make sure that you arrive to class on time). Each Quiz will take about 15-20 minutes and will usually consist of about four or five questions. The Quizzes will be closed-book and no notes will be allowed. The material covered in each Quiz is set out in the Course Schedule below. Quiz scores will be posted to QuestromTools. In computing your final grade, only the 3 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 4 Quiz days, I will simply count the 3 Quizzes that are completed. No make-up Quizzes will be given.

Comprehensive Midterm Exam: Scheduled for Thursday, November 2 from 6:30-8:00pm and will cover the lecture notes, material, problems sets and readings from Classes #1 through #8, inclusive. The Exam is closed-book, but you will be provided with a formula sheet. It is your responsibility to attend the Section F1 exam at the times and places that are specified. There are no make-up Exams.

The graded mid-term exam will be returned to you in class. Scores will be posted to QuestromTools. If you believe that your exam has been incorrectly graded, you should return your exam to me – not a TA – within one week of the return of the examination (requests made after that will not be considered). You must submit the original copy of the examination together with a written note that clearly explains what you believe is the error. The entire exam will be re-graded.

Class Participation and Conduct: Class participation grades (see Grading section) will be based on what you add to the learning experience of the entire class.

> Attendance comprises 40 points of your final grade (see Grading section). Attendance will be taken every class. No points are deducted if you miss one (1) class in the semester. Thereafter, you will have 10 points deducted for each class missed to a maximum of 40 points. Obviously, missing a class is also detrimental to the Participation component of your grade (additional 110 point allocation).

> Students who consistently make contributions that facilitate discussions, help to clarify technical points, or provide new insights will receive 90-110 points. No contribution or contributions that are obvious, confusing, or peripheral will receive 0-20 points. Consistently discourteous behavior (see below) will also result in zero (0) class participation points. Contributions between these two extremes

will receive between 20 and 110 points. Please make sure to display your name card to help me learn your names and to help facilitate the classroom discussion.

As a courtesy to both me and your fellow students and to ensure that everyone has the greatest opportunity to learn, please adhere to 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 the 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 the 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 “lay flat” tablets or e-readers (see Technology in Class section). Use of these devices, however, must be strictly for the purpose of this class.
- Please do not carry on private conversations during class.

Technology in Class:

- You will need to a non-programmable financial calculator for the in-class quizzes and mid-term exam. Calculator apps in cell phones or tablets are not permitted.
- Unless otherwise instructed, all phones and other electronic devices should be turned off, with the exception of “lay flat” tablets or e-readers (such as a flat lying iPad or Kindle reader). Use of these devices, however, must be strictly for the purpose of this class (i.e, reading and/or annotating downloaded lecture notes).
- On occasion, you will be asked to answer on-line questions in class related to the class content. Therefore, you should bring to every class an internet-enabled device that can connect via Questrom Wifi to the internet and to QuestromTools (such as a laptop, tablet or even smartphone). After the questionnaire is complete, these devices must be turned off.

IMPORTANT: PLEASE READ AND UNDERSTAND THE FOLLOWING SIX AC711 POLICIES – IT IS EACH STUDENT’S RESPONSIBILITY TO KNOW AND UNDERSTAND THESE UNIVERSITY, BUSINESS SCHOOL AND COURSE POLICIES.

- (1) **“Life Happens” Policy (i.e., missing a class, problem set, case, quiz):** As students in the Questrom PEMBA Program, you have a busy and demanding schedule outside of AC711. Every student will likely face a work issue, travel or family commitments, and/or other issues that conflict with AC711 classes this Fall. To recognize this reality and to simplify logistics, please follow these policies and procedures for a missing class, problem set submission, case submission, or a quiz/exam are listed below. Please note that there are **no exceptions** to these policies and procedures except if you have a major health issue that is documented with an official doctor’s note with verification. The policy applies equally to all students.

IMPORTANT: The class contribution component of your grade will be penalized if you do not read and adhere to these policies and procedures.

- (a) If you cannot attend a Section F1 class on a Thursday, you may attend the same lecture of AC711 in Section X1 (Tuesday at 6:30pm in HAR304). Please note that a Section X1 lecture topic may occur in the previous or following week, so it is your responsibility to check the abbreviated schedule for AC711-Section X1 that is posted on Questrom Tools under the Syllabus tab for your section. **When you arrive at the make-up Thursday lecture: (1) let the Professor know that you are**

attending AND please wait until all regular students take a seat before claiming a seat. You may only attend a maximum of 2 make-up sessions of Section X1 (no exceptions).

- (b) **You do not need to (and should not) e-mail/notify me or explain why you will be or have been absent from a specific class.** However, attendance comprises 40 points of your final grade (see Grading section). Attendance will be taken every class. No points are deducted if you miss one (1) class in the semester. Thereafter, you will have 10 points deducted for each class missed to a maximum of 40 points. Obviously, missing a class is also detrimental to the *Participation* component of your grade (additional 110 point allocation).
- (c) **All on-line Problem Sets must be submitted by the due date and time listed in the Class Schedule for AC711 - Section F1. Late submissions will receive a score of zero (0).** To reduce stress that may arise from unexpectedly missing or performing poorly on a given Problem Set, only your best 9 Problem Sets (out of 11) will be counted in your final grade calculation. Therefore, you do not need to (and should not) explain to the Professor why you failed to submit a complete Problem Set by the due date.
- (d) **All Group Cases must be submitted by the due date and time listed in the Class Schedule for AC711 - Section F1. Late submissions will receive a score of zero (0).** To reduce stress that may arise from unexpectedly missing or performing poorly on a given Case submission, only your best 3 Case submissions (out of 4) will be counted in your final grade calculation. Therefore, you do not need to (and should not) explain to the Professor why your Group failed to submit or submitted an incomplete Case by the due date.
- (e) **All in-class Quizzes and Exams must taken on the date/time listed in the class schedule.** However, subject to very limited seat availability, if you know you cannot attend a Section F1 class with a scheduled Quiz or Exam, then you must email me at least 1 week in advance to request permission to take a scheduled Quiz or Exam on Tuesday with Section X1 (see Section X1 schedule on QuestromTools - Quizzes or Exam may be in previous or following week). You may only take a Quiz or Exam with Section X1 after receiving email approval from the Professor. Please write your regular section number (Section F1) on your Quiz or Exam. **You can only attend a maximum of 2 class sessions of Section X1 to write a Quiz or Exam (no exceptions).** In addition, to reduce stress that may arise from unexpectedly missing or performing poorly on a given Quiz, only your best 3 Quizzes (out of 4) will be counted in your final grade calculation. Therefore, you do not need to (and should not) explain to the Prof why you missed a Quiz or performed poorly on a given Quiz.
- (2) **Religious Observance Policy:** Please first read and review the AC711 “**Life Happens**” policies and procedures above. It is more than likely that these policies will quickly and simply answer and resolve your specific questions and circumstances. If the “**Life Happens**” policies and procedures do not fully address your specific circumstances, then in accordance with University policy “students are required to inform instructors, in writing, of conflicts with the course schedule and requirements due to their religious observance as early as possible in the semester, and in any case no later than one week in advance of conflict, so that accommodations can be made.” For more information, refer to: <http://www.bu.edu/ctl/university-policies/policy-on-religious-observance/>
- (3) **Disability and Accessibility Resources:** The BU Office of Disability Services (ODS) provides academic accommodations to qualified students with disabilities. All students seeking academic accommodations for a disability must register with ODS (<http://www.bu.edu/disability/new-students-disability-accommodations/>). According to BU ODS procedures “once you are approved (through ODS), it can take up to three weeks to set up services. We (ODS) need to have accommodations approved by your Academic Dean and have letters written for each of your professors.”
- (4) **Questrom Academic Code of Conduct:** By enrolling in this course, each student assumes the responsibilities of an active participant in the BU community of scholars in which everyone’s academic work and behavior are held to the highest academic integrity standards. Academic misconduct compromises the integrity of the University. Cheating, fabrication, plagiarism,

unauthorized collaboration, and helping others commit these acts are examples of academic misconduct, which can result in disciplinary action. This includes but is not limited to failure on the assignment/course, disciplinary probation, or suspension. For more information, refer to: <http://questromworld.bu.edu/acc/>

The following “code of conduct” matrix for ACC711 (Sections X1 and F1) provides ground rules and ethical guidelines for course materials and assistance from classmates or others.

AC711 – Specific Guidance on Code of Conduct

AC711 Financial Reporting and Control	Materials						People					
	Approved calculator	Laptop / other electronics	Standard 1-page formula sheet	Current book / class notes	Past notes / summaries	Past exams / assignments	Internet content / other outside materials	Learning team / approved work team	Other student(s) in same section	Student(s) in other sections (same term)	Questrom student not taking the class this term	Person outside Questrom
In-Class Readings & Cases	A	A		A			A	W	W	W		
Homework Problem Sets	A	A		A			A	D	D	D		
In-Class Quizzes	A											
Midterm Exam	A		A									
	A = Allowed material Shaded Cell = Not allowed						W = Allowed to work together D = Discussion of general concepts and procedures is allowed but no sharing of specific answers. Shaded Cell = Not allowed					
<p>The information above covers many common situations but will not cover every circumstance. Remember: The Questrom Academic Code of Conduct 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. If you have questions, please contact the Professor.</p>												

- (5) **Extra Credit:** The strict grading policies for AC711 are listed in the “Grading” section. There are no extra credit assignments in AC711 (no exceptions).
- (6) **Syllabus Changes:** If you see a typo in this syllabus, please let alert the me. Thanks! Any changes to this syllabus will be posted on QuestromTools and announced in class.

COURSE SCHEDULE for AC711-Section F1:

- Key:** → **FS** refers to the textbook *“Financial Statements: A Step-by-Step Guide to Understanding & Creating Financial Reports”* by Thomas Ittleson (Career Press, 2nd Ed.).
- **MA** refers to the textbook *“Managerial Accounting” (Schaum’s Outlines)* by Jae Shim and Joel Siegel (McGraw Hill Publishing, 2nd Ed.).
- **P# (in red)** indicates a Problem Set must be submitted on-line by 5:00pm on that date.
- **C# (in red)** indicates a Case must be submitted on-line by 5:00pm on that date.
- **Q# (in red)** indicates that Quiz will be given in class on that date.
- **E# (in red)** indicates that Exam will be given in class on that date.

Class # / Date	Topic
1 Thur Sep 7	Introduction to Financial Reporting & Control
	To Do for Class #1: → Before Class #1, skim over “How to Read a Financial Report” (see syllabus to obtain online document).
	Lecture Slides: → Class #1 Slides (Hardcopies provided in this class).
	Post-Class Review: → Read textbook <i>“Financial Statements”</i> (hereafter FS) pages 3-14 and review lecture slides. Carefully read this detailed AC711 class syllabus.
	Weekly Problem Set: → Submit your answers to weekly Problem Set #1 before 5:00pm on Thur, Sept 14. You can access and complete the on-line Problem Set on Questrom Tools [https://questromtools.bu.edu] - Look under the left column on the AC711 site under <i>Problems Sets</i> tab to complete the Problem Set.
	Read for Next Class: → Read textbook FS - pages 16-36.
2 Thur Sep 14	Balance Sheet – Corporate Assets
<u>P1</u>	To Do for Class #2: → Before Class #2, read textbook FS , pages 16-36. Submit on-line (through Questrom Tools) Problem Set #1 before class today (i.e., before 5:00pm).
	Lecture Slides: → Class #2 Slides - Download from Questrom Tools before class. You should print a hardcopy for class or download to a PDF for viewing on a “lay flat” device such as a tablet or Kindle reader. <u>No hardcopies of slides will be provided in class.</u>
	Post-Class Review: → Review lecture slides, handouts, and textbook FS pages 16-36.
	Weekly Problem Set: → Submit your answers to on-line Problem Set #2 before 5:00pm on Thur, Sept 21. Access & complete on-line on Questrom Tools.
	Questions for Case #1: → Download Case #1 from Questrom Tools (under Cases tab). Submit your answers to Case #1 on Questrom Tools before 5:00pm on Thur, Sept 21. You should also bring a copy of the Case #1 materials and your answers to discuss in Class #3.
	Read for Next Class: → Read textbook FS - pages 37-42.
3 Thur Sep 21	Balance Sheet – Liabilities and Shareholders’ Equity (Case #1 discuss)
<u>P2 & C1</u>	To Do for Class #3: → Before Class #3, read textbook FS pages 37-42. Submit on-line (Questrom Tools) both weekly Problem Set #2 & Case #1 before class (before 5:00pm). Bring your Case #1 answers to discuss in class.
	Lecture Slides: → Class #3 Slides - Download from Questrom Tools before class. <u>No hardcopies of slides will be provided in class.</u>
	Post-Class Review: → Review lecture slides, handouts, & textbook FS pages 37-42.
	Weekly Problem Set: → Submit your answers to on-line Problem Set #3 before 5:00pm on Thur, Sept 28. You can access and complete the Problem Set on Questrom Tools.
	Read for Next Class: → Read textbook FS - pages 44-59. Quiz #1 is next class and is based on materials, readings, problem sets and cases from Classes 1-3.

4	Thur Sep 28	Income Statement [Quiz #1 in class today]
<u>P3 & Q1</u>	Quiz #1 in Class:	→ Based on materials, readings, problem sets and cases from Classes 1-3.
	To Do for Class #4:	→ Before Class #3, read textbook FS - pages 44-59. Submit on-line (Questrom Tools) Problem Set #3 before class today (i.e., before 5:00pm).
	Lecture Slides:	→ Class #4 Slides - Download from Questrom Tools.
	Post-Class Review:	→ Review lecture slides, handouts, and textbook FS pages 44-59.
	Weekly Problem Set:	→ Submit your answers to on-line Problem Set #4 before 5:00pm on Thur, Oct 5. You can access and complete the Problem Set on Questrom Tools.
	Read for Next Class:	→ Read textbook FS - pages 193-205.
5	Thur Oct 5	Financial Statement Analysis (FSA) 1
<u>P4</u>	To Do for Class #5:	→ Before Class #5, read textbook FS - pages 193-205. Submit weekly on-line (Questrom Tools) Problem Set #4 before class (before 5:00pm).
	Lecture Slides:	→ Class #5 Slides - Download from Questrom Tools.
	Post-Class Review:	→ Review lecture slides, handouts, and textbook FS pages 193-205.
	Weekly Problem Set:	→ Submit your answers to on-line Problem Set #5 before 5:00pm on Thur, Oct 12. You can access and complete the Problem Set on Questrom Tools.
	Questions for Case #2:	→ Download Case #2 from Questrom Tools. Submit your answers to Case #2 on Questrom Tools before 5:00pm on Thur, Oct 12. Also bring a copy of Case #2 materials & your answers to discuss in Class #6.
	Read for Next Class:	→ Read textbook FS - pages 62-87 AND from “Managerial Accounting Textbook” (hereafter MA) - pages 280-288.
6	Thur Oct 12	Cash Flows [Case #2 discussion in class today]
<u>P5 & C2</u>	To Do for Class #6:	→ Before Class #6, read textbook FS - pages 62-87 AND additional reading from textbook MA pages 280-288. Submit on-line (Questrom Tools) both weekly Problem Set #5 and Case #2 before class (i.e., before 5:00pm). You should also bring a copy of the Case #2 materials and your answers to discuss in class.
	Lecture Slides:	→ Class #6 Slides - Download from Questrom Tools.
	Post-Class Review:	→ Review lecture slides, handouts, and textbook FS - pages 62-87 and textbook MA - pages 280-288.
	Weekly Problem Set:	→ Submit your answers to on-line Problem Set #6 before 5:00pm on Thur, Oct 19.
	Read for Next Class:	→ <u>Briefly</u> skim over <i>Transactions T1-T31</i> in FS textbook (pages 95-179). Read textbook FS - pages 207-209 and skim over printed handouts from today’s class (“Advanced Topics”). Quiz #2 is next class - based on materials, readings, problem sets/cases from Classes 4-6.
7	Thur Oct 19	Advanced Topics in Corporate Reporting [Quiz #2 in class today]
<u>P6 & Q2</u>	Quiz #2 in Class:	→ Based on materials, readings, problem sets and cases from Classes 4-6.
	To Do for Class #7:	→ Before Class #7, briefly skim over <i>Transactions T1-T31</i> in “Financial Statements” (FS) textbook (pages 95-179). Read textbook FS - pages 207-209 and read handout (“Advanced Topics”). Submit on-line Problem Set #6 before class (i.e., before 5:00pm).
	Lecture Slides:	→ Class #7 Slides - Download from Questrom Tools.
	Post-Class Review:	→ Review lecture slides, handouts, and <i>Transactions T1-T31</i> in FS textbook (pages 95-179), read textbook FS - pages 207-209 and review handout (“Advanced Topics”).
	Weekly Problem Set:	→ Submit your answers to on-line Problem Set #7 before 5:00pm on Thur, Oct 26.
	Read for Next Class:	→ Read textbook FS - pages 211-215 and 271-276.

8	Thur Oct 26	FSA 2 and Accounting Scandals	
<u>P7</u>	Prep for Class #8:	→ Before Class #8, read textbook FS , pages 211-215 and 271-276. Submit weekly on-line (Questrom Tools) Problem Set #7 before class today (i.e., before 5:00pm)	
	Lecture Slides:	→ Class #8 Slides - Download from Questrom Tools before class today.	
	Post-Class Review:	→ Review lecture slides, handouts, and textbook FS pages 211-215 and 271-276. NOTE: Next class there will be a comprehensive in-class Midterm Exam covering Classes 1-8.	
	Weekly Problem Set:	→ No weekly Problem Set due next week.	
	Read for Next Class:	→ Midterm Exam is next class and will be based on materials, readings, Problem Sets and cases from Classes 1-8. Also, read textbook FS - pages 239-263.	
9	Thur Nov 2	Midterm Exam + Lecture on Firm Risk and Valuation	
<u>E1</u>	Exam in Class:	→ Comprehensive Midterm Exam is based on materials, readings, problem sets and cases from Classes 1-8.	
	To Do for Class #9:	→ Study for Mid-Term Exam. Before Class #9, read textbook FS - pages 239-263.	
	Lecture Slides:	→ Class #9 Slides - Download from Questrom Tools.	
	Post-Class Review:	→ Review lecture slides, handouts, and read textbook FS - pages 239-263.	
	Weekly Problem Set:	→ Submit your answers to on-line Problem Set #8 before 5:00pm on Thur, Nov 9.	
	Questions for Case #3:	→ Download Case #3 from Questrom Tools (Cases tab). Submit your answers to Case #3 on Questrom Tools before 5:00pm on Thurs, Nov 9. You should also bring a copy of the Case #3 materials and your answers to discuss next class.	
	Read for Next Class:	→ Read textbook MA - pages 1-4, 9-16, 31-35 & 55-67.	
10	Thur Nov 9	Costs and Cost-Vol-Profit Analysis [Case #3 discussion in class today]	
<u>P8 & C3</u>	To Do for Class #10:	→ Before Class #10, read textbook MA pages 1-4, 9-16, 31-35 & 55-67. Submit Problem Set #8 and Case #3 (through Questrom Tools) before class today (i.e., before 5:00pm). You should also bring a copy of the Case #3 materials and your answers to discuss in class.	
	Lecture Slides:	→ Class #10 Slides - Download from Questrom Tools.	
	Post-Class Review:	→ Review lecture slides, handouts, and textbook MA - pages 1-4, 9-16, 31-35, and 55-67.	
	Weekly Problem Set:	→ Submit your answers to on-line Problem Set #9 before 5:00pm on Thurs, Nov 16.	
	Read for Next Class:	→ Read textbook MA - pages 89-96. Quiz #3 is next class and will be based on materials, readings, problem sets and cases from Classes 9-11.	
11	Thu Nov 16	Information for Decision Making [Quiz #3 in class today]	
<u>P9 & Q3</u>	To Do for Class #11:	→ Before Class #11, read textbook MA pages 89-96. Submit on-line (Questrom Tools) weekly Problem Set #9 before class (i.e., before 5:00pm)	
	Quiz #3 in Class:	→ Based on materials, readings, problem sets/cases from Classes 9-11.	
	Lecture Slides:	→ Class #11 Slides - Download from Questrom Tools.	
	Post-Class Review:	→ Review lecture slides, handouts, and textbook MA - pages 89-96.	
	Weekly Problem Set:	→ Submit your answers to on-line Problem Set #10 before 5:00pm on Thurs, Nov 30.	
	Read for Next Class:	→ Read textbook MA - pages 114-123 and 142-155. Quiz #4 is next class and will be based on materials, readings, Problem Sets and cases from Classes 11-12.	

12	Thu Nov 30	Budgeting [Quiz #4 in class today]
<u>P10 & Q4</u>	To Do for Class #12:	→ Before Class #12, read textbook MA pages 114-123 and 142-155. Submit on-line (Questrom Tools) weekly Problem Set #10 before class today (i.e., before 5:00pm)
	Quiz #4 in Class:	→ Based on materials, readings, problem sets/cases from Classes 11-12.
	Lecture Slides:	→ Class #12 Slides - Download from Questrom Tools.
	Post-Class Review:	→ Review lecture slides, handouts, and textbook MA - pages 114-123 and 142-155.
	Weekly Problem Set:	→ Submit your answers to on-line Problem Set #11 before 5:00pm on Thur, Dec 7.
	Questions for Case #4:	→ Download Case #4 from Questrom Tools (Cases tab). Submit your answers to Case #4 on Questrom Tools before 5:00pm on Thur, Dec 7. You should also bring a copy of the Case #4 materials and your answers to discuss in Class #13.
	Read for Next Class:	→ Read handouts distributed in class today.

13	Thur Dec 7	Capstone, Applications and Review [Case #4 discussion in class today]
<u>P11 & C4</u>	To Do for Class #13:	→ Before Class #13, read handouts distributed in previous class (also posted on Questrom Tools). Submit on-line (Questrom Tools) both weekly Problem Set #11 <u>and</u> Case #4 before class (i.e., before 5:00pm). You should also bring a copy of the Case #4 materials and your answers to discuss in class.
	Lecture Slides:	→ Class #13 Slides - Download from Questrom Tools.
	Post-Class Review:	→ Review lecture slides and handouts.