

**ACCT 3341-001**  
**COST MANAGEMENT SYSTEMS**  
**Fall 2025**

**Instructor**

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12 PM -2 PM

**Policies and Resources**

The information contained in the following link provides a complete list of student resources and the syllabus policies.

Please see <http://go.utdallas.edu/syllabus-policies>. Some parts of these policies are reiterated below.

**Class Participation**

Regular class participation is expected regardless of course modality. Students who fail to participate in class regularly are inviting scholastic difficulty. It also includes engaging in group or other activities during class that solicit your feedback on homework assignments, readings, or materials covered in the lectures (and/or labs). Successful participation is defined as consistently adhering to University requirements, as presented in this syllabus. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

**Class Recordings**

Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student AccessAbility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

The instructor may record meetings of this course. Any recordings will be available to all students registered for this class as they are intended to supplement the classroom

experience. Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student AccessAbility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. If the instructor or a UTD school/department/office plans any other uses for the recordings, consent of the students identifiable in the recordings is required prior to such use unless an exception is allowed by law. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

### **Class Materials**

The Instructor may provide class materials that will be made available to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course, however, these materials are for registered students' use only. Classroom materials may not be reproduced or shared with those not in class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

### **Course Objective**

This course is concerned with the use of accounting data by managers to plan and control (evaluate) the operations and personnel of the firms. It deals with planning, decision-making and control, and with the accounting systems managers have to assist them in their decisions about resource allocation, performance evaluation etc. The focus is on how to use the information generated by cost management systems to support the attainment of corporate goals. The course builds upon the material from ACCT 2302, Introduction to Management Accounting, and has been designed to help individuals who will assist/make business decisions, evaluate business units, and evaluate others (or be evaluated) through the use of accounting systems. The course will be roughly divided into two halves: product costing systems and planning and control systems.

The objective of the first part of the course on product costing systems is to provide information about the costs of goods and services sold by the firms. As opposed to financial accounting systems where these costs are accumulated for external reporting, the focus here will be on cost systems for decision-making. We will understand the underlying mechanics of job and process costing systems and discuss current developments in the design of product costing systems and the strategic implications of having a high quality product costing system.

The second half of the course covers the use of information in planning and control. We will discuss key issues such as budgeting and performance evaluation. We will examine systems in use and examine the motivation for that use. The emphasis in this

part of the course will be on the inter-linkages between operational decisions made by managers and the control systems used to monitor them.

## Learning Objectives

1. Learn about the use of basic type of costing systems used to assign costs to products or services. Understand the underlying mechanics of job and process costing systems.
2. Understand conceptual and practical issues related to the allocation of indirect costs. Recognize the advantages and drawbacks of simple, complex, and activity-based methods of relating overhead costs to products or services.
3. Understand how management accountants can enable management by exception. Identify and analyze different types of income and cost variances.
4. Understand the role of management control systems in organizations. Gain insights into transfer pricing issues, performance evaluation schemes and use of non-financial measures.

## Instruction Method

The course, like all accounting courses, will rely on problem solving as the main pedagogical tool. A typical class session will involve discussion of concepts, numerically analyzing some illustrative situations and understanding the context-specific use of accounting information.

I will make class notes and a soft copy of practice problems available on Elearning before class so you can have an idea about the nature of discussion that will take place in class. The notes are not complete substitutes for the text book material. It will greatly benefit you if you familiarize yourself with the assigned textbook chapters before every session. It has been my experience that students who do well in this course are those who, throughout the semester on a consistent basis, assiduously follow the routine of prepare (before class), listen (during class) and follow-up (after class). I cannot overemphasize this. Frequently, I will also post extra material on Elearning that will be discussed in class. It is necessary for you to bring either the textbook or a copy of the practice problems to the class since, from time to time, I discuss some of the practice problems in class.

Please note that I will not be able to discuss all the practice problems in class. Detailed solutions to the practice problems will be made available after we discuss some of these problems in class and you have had a chance to try them on your own. It is your responsibility to go over the solutions and get your doubts clarified on an on-going basis. I encourage you to talk to me during office hours or correspond with me over e-mail or talk to me over phone whenever you feel that you are lagging behind. It is absolutely vital for you to keep up with the course material and have your questions on the assigned text book chapters and problems resolved on a consistent basis.

## Required Materials

Horngren's Cost Accounting: A Managerial Emphasis

Srikant Datar, and Madhav Rajan

Pearson Publishers (17<sup>th</sup> edition)<sup>1</sup>

The bookstore may have different options such as loose-leaf pages, hardbound or e-book. Choose the option that is convenient to you.

## Grading

Elearning assignments	10%
3 (non-cumulative) tests and one cumulative final exam	90%

(please note carefully the flexibility provided to give you the maximum credit based on your best test performance – this is described in greater detail under tests and exam)

## Elearning Assignments

There will be 10 assignments over the material discussed in class. They will be released periodically on Elearning and would typically be available for a week or longer. Soon after an assignment is released, I will send out an announcement on Elearning. It is your responsibility to keep track of the due date and submit it on time. These assignments would include both multiple-choice questions as well as descriptive problems which will have to be worked out in the space provided. You can attempt these multiple times and the assignments are open notes and open book. The assignments have to be submitted on Elearning by the due date indicated on the assignment.

All complete assignments submitted on time that reflect a satisfactory level of effort will get full credit. The purpose of these assignments is to ensure that you are keeping up with the material covered in class. There will be NO opportunities for makeup assignments. You can discuss the assignment with a classmate but each student should submit the answers separately. A significant portion of the test questions will be similar to the assignment questions.

## Tests and Exam

There will be three tests (in the testing center) and one cumulative final exam at the end of the course. The tests and the exam will assess your knowledge of the material covered in the textbook and lectures. They will be closed-book and notes. Each test will consist of multiple choice questions and work out problems and many questions will require calculations.

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<sup>1</sup> Make sure that you buy the correct edition. I will provide the solutions for selected problems from the 17<sup>th</sup> edition. If you buy any other edition, then you won't be able to benefit from these solutions. I don't require you to purchase any access card.

In order to ensure that you derive the maximum reward for your efforts in the tests and exam, I will use four different grading schemes and choose the scheme that provides the maximum grade for a particular student.

Scheme 1: 25% weight each for the top two test grades, 15% weight for the lowest test grade and 25% for the final exam

Scheme 2: 20% weight each for the top two test grades, 10% weight for the lowest test grade and 40% for the final exam

Scheme 3: 25% weight each for the top two test grades, drop the lowest test grade and 40% for the final exam

Scheme 4: 20% weight for each of the three tests and 30% for the final exam

Please note the test dates provided in the syllabus. No make-up tests will be given except under extenuating circumstances arising from medical or family emergencies. Students will be required to provide proof of such emergencies. It is your responsibility to let me know at the beginning of the semester if you want any of the exams rescheduled if you foresee any conflicts with religious holidays. It is also your responsibility to ensure that you do not schedule any job interviews or travel for official or personal reasons during test days.

## **Course Policies**

### *Make-up exams*

Given the flexibility built into the grading schemes as described earlier, makeup tests will be given only under emergency situations properly documented.

### *Extra Credit*

There are no extra credit opportunities. Grading will be per the guidelines mentioned

### *Late Work*

Late submissions of Elearning assignments will get zero credit.

### *Special Assignments*

There are no special assignments in this course.

## **Generative AI Use Policy**

In accordance with the UT Dallas Student Code of Conduct (UTDSP5003), students are expected to uphold honesty, integrity, and service in all that they do, including when using generative AI in academic work. Specifically, using generative AI for completing chapter quizzes and homework assignments is not allowed. On the other hand, using generative AI as a study tool to supplement the knowledge from class lectures and text book is allowed especially when it comes to collecting information about company-specific and industry-specific use of management accounting techniques and concepts.

## **Class Materials**

The instructor may provide class materials that will be made available to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course, however, these materials are for registered students' use only. Classroom materials may not be reproduced or shared with those not in class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

## **Classroom Conduct Requirements Related to Public Health Measures**

UT Dallas will follow the public health and safety guidelines put forth by the Centers for Disease Control and Prevention (CDC), the Texas Department of State Health Services (DSHS), and local public health agencies that are in effect at that time during the Fall 2021 semester to the extent allowed by state governance. Texas Governor Greg Abbott's Executive Order [GA-38](#) prohibits us from mandating vaccines and face coverings for UT Dallas employees, students, and members of the public on campus. However, we strongly encourage all Comets to get vaccinated and wear face coverings as recommended by the CDC. Check the [Comets United: Latest Updates webpage](#) for the latest guidance on the University's public health measures. Comets are expected to carry out [Student Safety](#) protocols in adherence to the Comet Commitment. Unvaccinated Comets will be expected to complete the [Required Daily Health Screening](#). Those students who do not comply will be referred to the Office of Community Standards and Conduct for disciplinary action under the [Student Code of Conduct – UTSP5003](#).

## **Class Attendance**

The University's attendance policy requirement is that individual faculty set their course attendance requirements. Regular and punctual class attendance is expected. Students who fail to attend class regularly are inviting scholastic difficulty. In some courses, instructors may have special attendance requirements; these should be made known to students during the first week of classes. Faculty have the discretion to set an attendance policy for their in-person meetings, but the absences due to COVID-19 cannot be counted against a quarantined student.

## **Off-campus Instruction and Course Activities**

None

## **Comet Creed**

*This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:*

*“As a Comet, I pledge honesty, integrity, and service in all that I do.”*

## **Academic Support Resources**

The information contained in the following link lists the University's academic support resources for all students.

Please see <http://go.utdallas.edu/academic-support-resources>.

## **UT Dallas Syllabus Policies and Procedures**

The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus. Please review the catalog sections regarding the [credit/no credit](#) or [pass/fail](#) grading option and withdrawal from class.

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

## **Course Schedule**

The class schedule for the course along with the readings from text (chapter numbers) and suggested problems is provided in the next few pages.

Important: The topics may not take exactly the same amount of class time. In a typical 75 minute meeting, we may cover more than one topic and often it may be the case that we start a topic in one class and end it in the next class. You should always have the relevant material on hand to refer to during the discussion.

## Course Schedule

### August 26 to September 4

Topic: Introduction to cost management  
Reading: Skim Chapter 1

Topic: Review of cost terms and purposes and Cost-Volume-Profit Analysis  
Reading: Chapters 2 and 3  
Practice Problems: Chapter 2: 16,17,18,19,20,23,24,25,27,28,30,40,41,47  
Chapter 3: 16,17,18,41,48

Topic: Job Costing  
Reading: Chapter 4  
Practice Problems: 16,17,18,19,20,33,34,36,37,38,39

### September 9 to September 23

Topic: Process costing  
Reading: Chapter 18 (omit pages 731 to 734 and Appendix)  
Practice Problems: 16,17,18,19,20,21,22,31,32

Topic: Spoilage, reworked units and scrap  
Reading: Chapter 19 (omit Appendix)  
Practice Problems: 16,17,18,19,34,35,36,40

Topic: JIT Systems and Simplified costing methods  
Reading: Chapter 21 (pages 823-835)  
Practice Problems: 37,38,39

Catchup and Review

### September 25

**Test 1: In Testing Center. Covers chapters 1,2,3,4,18 and 19**

### September 30 to October 28

Topic: Activity-based Costing  
Reading: Chapter 5  
Practice Problems: 16,17,18,19,26,35,37

Topic: Activity-based Costing  
Reading: Chapter 15A (pages 596 to 605)  
Practice Problem: 32

Topic: Allocation of Support-Department costs, Common Costs and Revenues  
Reading: Chapter 16  
Practice Problems: 17,25,26,29,30,31

Topic: Cost Allocation: Joint Products  
Reading: Chapter 17 (pages 679 to 691)  
Practice Problems: 17,18,19,20,33,34,36,37

Topic: Cost Management – Pricing Decisions  
Reading: Chapter 14  
Practice Problems: 19,22,28

Topic: Flexible budgets, Direct-cost variances  
Reading: Chapter 7  
Practice Problems: 16,17,18,19,20,23,30,43

Catchup and review

### **October 30**

**Test 2: testing Center: Covers chapters 21, 5, 15A, 16, 17, 14**

### **November 4 to November 18**

Topic: Flexible budgets, Overhead cost variances  
Reading: Chapter 8  
Practice Problems: 16,17,18,19,20,38,39,44

Topic: Sales variances  
Reading: Chapter 15B (pages 615 to 622)  
Practice Problems: 16,17,40

Topic: Inventory costing and capacity analysis  
Reading: Chapter 9 (omit appendix)  
Practice Problems: 16,17,18,19,20,27,29,35

Topic: Control systems, Transfer Pricing and multinational considerations  
Reading: Chapter 23  
Practice Problems: 21,24,28,29,30

Catch up Review

**November 20**

**Test 3: Testing Center. Covers chapters 7, 8, 15B, 9, 23**

**December 2 to December 9**

Topic: Performance measurement, compensation, and multinational considerations

Reading: Chapter 24 (pages 923 to 938)

Suggested Problems: 17,18,19,20,23,26,34,35

Review for final exam

**Cumulative Final Exam -- During Final Exams week – Details to be communicated later –  
Please don't plan any travel during final exam week**

*The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor*