

University of Hawai'i at Mānoa - Shidler College of Business
Accounting 465B - Accounting Capstone: Managerial Accounting and Tax
Spring 2025 - Classroom – BUSAD D105
Thurs: 9 am – 10:45 am; Sec 001
Thurs: 11 am – 12:45 pm; Sec 002

Last updated: January 14, 2025

INSTRUCTORS

First half of the semester

Managerial Accounting – Abhishek (Abhi) Ramchandani

Email: abhi@hawaii.edu

[Calendly link](#) for office hours: Tuesdays and Thursdays from 1:00-3:00 PM (or by appointment)

Second half of the semester

Tax – Prof. Thomas (Tom) C. Pearson, J.D., LL.M., CPA (inactive)

Email: tpearson@hawaii.edu

Office hours: by appt. in D-306 or via Zoom

COURSE DESCRIPTION

The first half of this course covers methods for reporting information for decision-making within business firms. It uses lectures, discussion, and case analysis. The second half covers in-depth electronic tax research, practice in issue identification, reading and analyzing primary authority, and communicating results.

PREREQUISITES

ACC 401 (or concurrent); ACC 418 with C- grade or better (or concurrent), ACC majors only.

COURSE MATERIALS

Required: Case packet for the first half of the semester:

<https://hbsp.harvard.edu/import/1237878>.

- A total of six cases for \$29.70.
- Please do not purchase the optional audiobook.

TOTAL COURSE POINTS & GRADES

Students can achieve 400 points divided equally between the two halves of the class.

The following grades designate student achievement:

Excellent:	Above Average:	Average:	Below Average:	Failure:
<u>400–389 = A+ (4.0)</u>	<u>359–348 = B+ (3.3)</u>	<u>319–308 = C+ (2.3)</u>	<u>279–268 = D+ (1.3)</u>	<u><240 = F (0.0)</u>
<u>388–372 = A (4.0)</u>	<u>347–332 = B (3.0)</u>	<u>307–292 = C (2.0)</u>	<u>267–252 = D (1.0)</u>	
<u>371–360 = A- (3.7)</u>	<u>331–320 = B- (2.7)</u>	<u>291–280 = *C- (1.7)</u>	<u>251–240 = D- (0.7)</u>	

*Minimal passing

Example for determining your course points & grade

- 1) First half of the semester, you earned 165 points.
- 2) Second half of the semester, you earned 170 points.
- 3) For the semester, your total points earned 335 points (165 + 170).
- 4) Your grade is “B” for this course.

Some important course-wide grading policies

1. To pass the course with credit (i.e., receive a grade of C-), students must achieve a C- within each half. Thus, students must achieve at least 140 points in each half to pass the course with credit. Otherwise, the student will receive a grade lower than C- (no passing credit).
2. Grades are not based on a curve. Also, this course does not offer extra credit.
3. The points for the first half of the semester are finalized (not changeable) when the ninth week of class begins.
4. Students must complete all written assignments, such as submitting the case summaries and project (first half of the semester), the tax memo, and its required revision (second half). Students who do not complete all writing assignments will receive a D or an F and will not earn W Focus credit.

COURSE ELEMENTS IN THE FIRST HALF OF THE SEMESTER (Abhi)

Class Attendance and Participation

- Students are required to attend the entire class to earn class attendance points. As a result, attendance will be taken. If you arrive late (after class has started), you must see me to update the attendance record at the end of class.
- Attendance scoring will be based on the following

Absences	Points Awarded
0 to 1	20 pts
2 to 3	10 pts
4	0 pt

- One absence is allowed, “no questions asked.” Any absences beyond are subject to a penalty unless it is an absence *excused* by me. (e.g., illness with a doctor’s note).
- We will follow the “case method” in class. Student participation is an integral component of this method. Therefore, students are expected to participate in class discussions beyond attending class. (Voicing your opinions is also valued in the workplace; class participation is good practice for the real world.) Participation is assessed at 20 points or 10% of the grade.
 - I will assess participation seriously. Students must earn participation points by making insightful comments and contributing to the discussion.
 - To understand how seriously participation can be assessed, please note that I will award zero participation points for consistently low participation (e.g., saying nothing over eight weeks). Conversely, I will award all 20 points for consistent engagement (e.g., a few insightful comments/questions every class).
 - Please email me or schedule office hours if you want greater clarity on my assessment of your participation.

Case summaries (6) for the first half of the semester

- Case summaries incentivize students to carefully read and engage with the case, benefiting the subsequent in-class discussion.
- Please submit a one-page summary (double-spaced, 12 pt font, one-inch margin) of the case's main issue by 11:59 PM the night before we discuss it (see schedule below for when the cases are discussed).
- The case summaries are graded for (reasonably high-quality) completion. This is a fairly simple ask. Thus, no extensions or late submissions are allowed.
 - Life gets in the way—therefore, I will drop one case summary. Your final grade comprises five cases at four points each.

Group project (write-up) for the first half of the semester

Students will revise their managerial accounting skills through a “practical” exercise in a group. Please *form a group of four to five students*.

Students must identify a business problem on the UH Manoa campus (e.g., a lack of quality Mexican food options) and propose a solution (e.g., starting a taco joint). Students must conduct three analyses: (1) carefully project the demand, costs, and prices, (2) compute a breakeven point, and (3) compute the NPV. The class *will not review* these concepts (except for a very brief overview on the first day of class); thus, the project is an incentive for students to

revisit concepts from the introductory managerial accounting class. Students can use any resource they like to review the concepts (e.g., previously used textbooks, YouTube tutorials). The write-up must have six pages (double-spaced, 12 pt font, one-inch margin).

- The first page should lay out the relevant business problem on the UH Manoa campus.
- The second page should lay out your solution and your product offerings.
- The third and fourth pages should describe your approach to projecting demand (how many people might want your product), costs (e.g., supplies, labor, rent, etc.), and prices (and, therefore, revenue). Carefully explain your projections and your approach to computing each element. Please project your demand, costs, and revenues for at least five years.
- The fifth page should describe your breakeven analysis in terms of time.
- The sixth page should describe your discounted cash flow analysis (DCF) and provide the business's NPV (for the five years of numbers you have projected).
- Please append an Excel spreadsheet carefully documenting the computations for all analyses. Make this spreadsheet as user-friendly and professional-looking as possible.

By design, this group project has limited instructions. To complete it effectively, students must make reasonable assumptions (e.g., what the discount rate, revenue growth rate, etc.; justify your assumptions). Most problems in life are ill-designed, and it is a useful skill to make reasonable assumptions and work through them.

The write-up is worth 80 points, or 40% of the grade. Each group member will receive the same grade on it.

I will grade the project for (reasonably high-quality) *completion*. However, I will deduct points for *sloppy* AI use (e.g., egregiously wrong calculations, phantom references, etc.). The penalty is not for using AI; it is for using AI poorly. Otherwise, feel free to use whatever AI tool you think will improve the analysis.

The project is due by 11:59 PM the night before the penultimate class day. Because the submission deadline is so long, no extensions are awarded.

Mid-term exam for the first half of the semester

The last class day for the first half of the semester will feature a mid-term exam worth 60 points or 30% of the grade. I will post a study sheet one week before the exam. The exam will cover everything covered over the first half of the semester and will comprise a combination of math and free-response problems.

I will not offer a make-up for the midterm unless you provide me with documentation for a legitimate and/or unavoidable circumstance (serious illness, family emergency, etc.).

Grades: (First half of the semester) Points per course element (200 total)

<u>Class Attendance</u>	<u>20 = 10%</u>
<u>Class Participation</u>	<u>20 = 10%</u>
<u>Group Project: Writeup</u>	<u>80 = 40%</u>
<u>Case Summaries</u>	<u>20 = 10%</u>
<u>Mid-term Exam</u>	<u>60 = 30%</u>
<u>TOTAL</u>	<u>200 = 100%</u>

DATE	TOPICS	Assignment
Class 1 Jan 16	<ul style="list-style-type: none"> ✓ Overview of the class, syllabus, and project ✓ Review of discounted cash flows/NPV 	
Class 2 Jan 23	<ul style="list-style-type: none"> ✓ Performance Pay at Safelite 	<ul style="list-style-type: none"> - Read the case to discuss in class - Submit Safelite case summary on Laulima by 11:59 PM on January 22.
Class 3 Jan 30	<ul style="list-style-type: none"> ✓ Anagene, Inc. 	<ul style="list-style-type: none"> - Read the case to discuss in class - Submit Anagene case summary on Laulima by 11:59 PM on January 29.
Class 4 Feb 06	<ul style="list-style-type: none"> ✓ Wendy's Chili: A Costing Conundrum 	<ul style="list-style-type: none"> - Read the case to discuss in class - Submit Wendy's case summary on Laulima by 11:59 PM on February 05.
Class 5 Feb 13	<ul style="list-style-type: none"> ✓ Dogfight over Europe: Ryanair 	<ul style="list-style-type: none"> - Read the case to discuss in class - Submit Ryanair case summary on Laulima by 11:59 PM on February 12.
Class 6 Feb 20	<ul style="list-style-type: none"> ✓ Merton Truck Company 	<ul style="list-style-type: none"> - Read the case to discuss in class - Submit Merton Truck case summary on Laulima by 11:59 PM on February 19.
Class 7 Feb 27	<ul style="list-style-type: none"> ✓ Atlanta Schools: Measures to Improve Performance 	<ul style="list-style-type: none"> - Read the case to discuss in class - Submit Atlanta Schools case summary on Laulima by 11:59 PM on February 26. - Also submit the group project summary on Laulima by 11:59 PM on February 26.
Class 8 Mar 06	<ul style="list-style-type: none"> ✓ Mid-term Exam 	

COURSE ELEMENTS IN THE SECOND HALF OF THE SEMESTER (Pearson)

Quizzes

Two closed-book quizzes exist. The first quiz is on the first week of class, particularly the grading criteria for the memo and database search techniques. The second quiz is focused on basic professional knowledge for research and ethics, particularly authorities, citations, and hierarchies of authority.

Final Exam

The final exam is open book, open note, and completed on your computer (requires Internet access). The exam will have five questions, equally weighted (allocate your time). Each question involves writing two paragraphs. The exam must use only your own work (You are not permitted to get help from others, such as viewing their exam or answers during or prior to taking your exam). Sharing any part of the exam or your answers is a per se violation of the UH Code of Conduct and results in flunking the class.

Research memos

The memo and the revised memo will require a minimum of five pages: (1) a one-page business cover-letter in a less technical style which emphasizes bottom line results and planning suggestions, (2) two or more pages single-spaced for substantively addressing each of the two problems (with a blank line between paragraphs), (3) an appendix page providing tables with a label for each number to show any calculations and (4) a full one-page self-assessment of what you learned, and (5) An extra page explaining your use of ChatGPT. Submit everything in one Microsoft word file. Include your last name as the start of the electronic file name and on the business letter.

An ability to communicate effectively affects the memo grade. The memo requires using a tax database (Checkpoint) for research, especially when needing depth of research (such as cases and/or lesser administrative authorities). A grading template is used to provide feedback and assess consistently among students. Review it before submitting your memo.

Class participation

Most class periods include at least one engagement exercise during class during which the students must complete on a good-faith basis and timely submit in the assignment box to earn points.

Timely submission is important because class sometimes immediately goes over the answer. Timely attendance to class is important to assure the student does not miss out on important introductory class comments.

Grades: (Second half of the semester) Points per course element (200 points total)

Points	Description	Points	Description
45	Tax research memo	50	Exam (5 Qs – 10 each)
50	Tax memo–revised	20	Quizzes (10 each)
15	Class participation	20	Homework (4 weeks x 5 each)
110	Total	90	Total

<i>Thurs- day</i>	<i>TAX RESEARCH LECTURE TOPICS</i>	<i>CLASS EXERCISES develops skills in:</i>	<i>Homework DUE</i>
Class 9 3/13 Wk 1	Syllabus, Tax Research in the IRC, Sophisticated Issue Spotting, Memo grading rubric, & homework and starting Memo 1.	Finding relevant Code section provisions, Writing an Issue with Critical Facts and a precise Code provision.	--
Class 10 3/27 Wk 2	Practice finding the Code and Regs, then Quiz 1.	Practice finding relevant Code & Regs, <i>Writing the application to integrate facts and law</i>	Homework 1 Code research & preparation for Quiz 1
Class 11 4/3 Wk 3	Court cases and Writing: (1) Business Letter, (2) a Tax Research Memo, (3) an Appendix for calculations, & (4) a Self-Assessment & (5) AI disclosure and analysis	Finding and discussing a Court Case: (Facts, Holding, Reasoning, & a proper Case Citation) with at least 3 sentences. Polishing work.	Homework 2 (Code, Regs & Issue Spotting)
Class 12 4/10 Wk 4	Find cases, practice analyzing them, use the Citator, and Review for Quiz 2	<i>Court case</i>	Memo Due
Class 13 4/17 Wk 5	Quiz 2 on prior class lectures, Using a Citator, Revenue Rulings and other administrative sources, Memo-Revised Grading,	<i>Court case</i> - Practice with a problem to avoid penalties and comply with professional standards.	Homework 3 Case research & application
Class 14 Dec 5 Wk 6	Final Exam Tips, Tax Audits, Professional Work, & Personal Branding	Practice problems, including a complete memo problem based on one set of facts	Homework 4
Class 15 Dec 12 Wk 7	Exam Practice	Comparing & Contrasting Problem	Memo-revised Due
Class 16 Wk 8 EXAM	FINAL EXAM (second-half of class) in Shidler ARC (G201):945; <u>sec. 1 - T (5/13) 9:45;</u> <u>sec. 2 Th (5/15) 9:45</u> <u>if sec. 3 added – T (5/13) at noon</u>		Your own exam preparation

COURSE COMPLIANCE WITH VARIOUS CAMPUS POLICIES

Academic Honesty

“The University expects students to maintain standards of personal integrity that are in harmony with the educational goals of this institution; to respect the rights, privileges, and property of others; and to observe national, state, and local laws and University regulations.”

Students with Disabilities

If a student has a documented disability and requires accommodations, please contact the KOKUA Program QLCSS 013 or Ann Ito, the KOKUA Program Director, at 956-7511.

Artificial Intelligence (AI)

Unless directed otherwise, students are not permitted to use generative AI applications such as ChatGPT, Bard, or Bing, in whole or in part, to generate course materials or assignments. Grammar and spell-checking tools like those integrated into MS Word may be used. But do not use citations to external sources generated by AI; they are likely false. Only include citations to sources you have personally checked. If you have any questions, ask.

Student Activities

The Shidler College of Business offers students several opportunities to gain valuable leadership and community experience. Student clubs and organizations are displayed on bulletin boards throughout the hallway on the first floor. A list of Shidler Clubs and Organizations is also available at shidler.hawaii.edu/clubs.

Alternative Meeting Place

If there are significant disruptions before or during class (e.g., a bomb threat), please meet the professor in front of George Hall for further instructions.

Title IX Disclosure

The University of Hawai'i is committed to providing a learning, working, and living environment that promotes personal integrity, civility, and mutual respect and is free of all forms of sex discrimination and gender-based violence, including sexual assault, sexual harassment, gender-based harassment, domestic violence, dating violence, and stalking. If you or someone you know is experiencing any of these, the University has staff and resources on your campus to support and assist you. Staff can also direct you to resources that are in the community.

If you wish to remain ANONYMOUS, speak with someone CONFIDENTIALLY, or would like to receive information and support in a CONFIDENTIAL setting, contact the confidential resources available here:

<http://www.manoa.hawaii.edu/titleix/resources.html#confidential>

As a member of the University faculty, **I am required to immediately report** any incident of sex discrimination or gender-based violence to the campus Title IX Coordinator. Although the Title IX Coordinator and I cannot guarantee confidentiality, you will still have options for handling your case. I aim to ensure you know the range of options available and have access to the resources and support you need. For more information regarding sex discrimination

and gender-based violence, the University's Title IX resources and the University's Policy, Interim EP 1.204, go to: <http://www.manoa.hawaii.edu/titleix/>

Student Conduct

Being a member of the UH Manoa community is a privilege. This privilege provides the student with the opportunity to learn and participate in the many programs that are offered on campus. Along with that privilege, the individual is expected to be responsible in relationships with others and to respect the special interests of the institution. The UH System's Student Conduct Code fully sets forth these special interests. Information, advice, or a copy of the code may be obtained from the Office of Judicial Affairs, Queen Lili'uokalani Center for Student Services 207 or explore www.studentaffairs.manoa.hawaii.edu/policies/conduct_code/.

Academic Honesty

Students are expected to behave with integrity in all academic endeavors. Cheating, plagiarism, as well as any other form of academic dishonesty, will not be tolerated. All incidents will be handled per the UH *Student Code of Conduct*. The UH Student Code of Conduct is available at http://www.studentaffairs.manoa.hawaii.edu/policies/conduct_code/. Please become familiar with the [University Student Conduct Code](#) so you can make conscious and informed choices about your behavior. Some relevant portions of the code are included below for your convenience.

Acts of dishonesty, types of behavior that conflict with the community standards that the UH values and expects of students, include but are not limited to the following:

- a. **cheating, plagiarism, and other forms of academic dishonesty;**
- b. **furnishing false information to any UH official, faculty member, or office;**
- c. **forgery, alteration, or misuse of any UH document, record, or form of identification.**

The term "cheating" includes, but is not limited to: (1) use of any unauthorized assistance in taking quizzes, tests, or examinations; (2) use of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; (3) the acquisition, without permission, of tests or other academic material belonging to a member of the UH faculty, staff or student (4) engaging in any behavior specifically prohibited by a faculty member in the course syllabus or class discussion.

The term "plagiarism" includes, but is not limited to, the use, by paraphrase or direct quotation, of another person's published or unpublished work without full and clear acknowledgment. It also includes the unacknowledged use of materials from another person or agency selling term papers or other academic materials.

In addition to the above, the instructor specifically prohibits the following behaviors and includes them within the definition of academic dishonesty: (1) providing another student with any form of direct or indirect, unauthorized assistance on any assignment, quiz, test, or exam; and (2) copying, or recording in any manner, test or exam questions or answers.

Please NOTE: UH disciplinary proceedings may be instituted against a student charged with conduct that potentially violates both the criminal law and this Student Conduct Code (that is, if both possible violations result from the same factual situation) without regard to the pendency of civil or criminal litigation in court or criminal arrest and prosecution.

If a student is caught committing an act of Academic Dishonesty, as defined in the [University Student Conduct Code](#), they will receive a grade of “F” for the course and be referred for disciplinary action as provided by the [University Student Conduct Code](#).

EXTENDED ASSISTANCE:

Computer Assistance	Shidler Computer Labs or UH Information Technology Services
Library Assistance	Hamilton Library (Online help or Reference Desk)
Writing / Learning Assistance	UHM; UHM Learning Assistance Center and UHM Department of English Writing Center; Manoa Writing Program (see resources – Capital Community College for grammar and usage)
Advising (academic or MAcc)	Shidler Office of Student Academic Services; SOA Director
Careers	Shidler or UHM Career Services , Beta Alpha Psi , Accounting Club , and Linkedin.com
Safety Concerns on Campus	UHM Campus Security (956-6911)