

**UNIVERSITY OF HAWAII at MĀNOA**  
**Joint Syllabus for ACC 460B and 460E**

**ACCOUNTING 460B - Accounting Capstone: Managerial**  
**Fall 2021 (1<sup>st</sup> half of the semester) – Aug 26 – Oct 14, 2021**  
**Section 1: 9:00-10:45 and Section 2: 11:00 to 12:45**  
**Webster Hall, Room 103**

**INSTRUCTOR**

Myron Mitsuyasu, CPA and MBA

**E-mail ADDRESS\*; TELEPHONE NUMBER; and OFFICE HOURS**

[mmitsuya@hawaii.edu](mailto:mmitsuya@hawaii.edu); 956-7332; and online by appointment

\*E-mail is the best way to contact me while we are not in class.

**COURSE DESCRIPTION AND OBJECTIVES**

This course will cover current and relevant managerial accounting topics. Also, this course is writing intensive. Writing assignments will comprise 50+% of the course grade and include a minimum of ten pages.

Lectures, discussion, case analysis. ACC majors only. A-F only. Pre: 418 (or concurrent), no waiver. Co-requisite ACC 460 (E). **Students must complete ALL written assignments to receive a passing grade for this course.**

This course covers methods used to report information for decision-making within business firms. Coverage includes activity-based costing; preparing and analyzing budgets; cost-based managerial decision techniques, and the analysis of variances for performance evaluation, etc. The most important components of management accounting are: (a) cost measurement, accumulation and control; (b) strategic planning, budgeting, and control; (c) performance measurements, management and rewards; (d) decision making analysis and transfer pricing.

This course uses lectures, in-class practice problems, quizzes and cases to reinforce the learning and application of various managerial accounting topics/concepts and to evaluate the student mastery of them. Also, they provide students with the opportunity to display and enhance their critical thinking, writing and presentation skills.

I have planned this course for you to take the initiative and for you to make the commitment to prepare for class and to complete the required assignments. Please let me know if you would like help with preparing for class and/or completing assignments. Again, **students must complete ALL written assignments to receive a passing grade for this course.**

## **LEARNING OBJECTIVES**

### 1. Acquire basic knowledge for managerial accounting analysis and practice

- a. Learn to access sources for learning basic information on new or complex topics in business and accounting.
- b. Acquire a working knowledge of managerial accounting sources and data analysis techniques.
- c. Consider ethical standards in management accounting practice.

### 2. Conduct research by accessing information effectively and efficiently

- a. Strengthen reading skills for comprehending complex problems based on practice.
- b. Acquire information literacy knowledge and skills in current business and accounting issues.

### 3. Think critically and problem solve creatively

- a. Understand sophisticated situations and identify issue components, synthesize problem statements, and practice writing reports summarizing the analysis and recommendations.
- b. Create logical, analytical reasoning when integrating information in the application of business strategy and performance management.
- c. Practice giving valuable business advice to companies/clients.

### 4. Communicate and report effectively

- a. Understand the format and writing styles for research reports and business memos.
- b. Strengthen writing skills, especially by using logical organization and the active voice.
- c. Build more effective team-work collaboration skills and technology competencies.

### 5. Encourage continuous learning with agility and adaptability

- a. Devote some attention to current events within and impacting the profession.
- b. Handle simulated real world time pressures with professionalism and astuteness.

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

## **REGISTRATION AND WITHDRAWAL DATES**

08/31/2021: last day to register and last day to receive 100% tuition refund; and

09/14/2021: last day to receive 50% tuition refund and last day to drop (No "W" on transcript).

Should you have any questions about your registration, enrollment and/or withdrawing from this class please contact your academic advisor and/or the Undergraduate Office of Student Academic Service ("OSAS"), Shidler College of Business B101.

## **TEACHING PHILOSOPHY and FOCUS**

The Instructor considers interaction with and among students as being a necessary and vital part in achieving the objectives of the course. The following proverb epitomizes this teaching philosophy:

*Tell me, I'll forget; Show me, I may remember; Involve me, I'll understand.*

With that in mind, you are expected to prepare for class by reading and/or reviewing resources related to the class topic and to be ready to actively participate in class discussions.

## **HIGHLY RECOMMENDED RESOURCES**

- 1) CPA Review Study Guides – Business Environment and Concepts; and
- 2) Managerial Accounting textbooks.

## ASSIGNMENTS

### **Class Attendance - to be fair to all students no make-ups/no extensions without prior approval from the Instructor**

- Students are required to attend the entire class to earn class attendance points. As a result, attendance will be taken. Scoring will be based on the following:

Absences	Aug/Sep	Sep/Oct	Total
0 to 1	4 pts	4 pts	8
2 to 3	2 pts	2 pts	4
4 to 8	0 pt	0 pt	0

- While in class you are expected to be respectful of and courtesy to others, which include but are not limited to: promptly arriving for class and being courteous and conscious of others when speaking and while others are speaking.

### **Quizzes - to be fair to all students no make-ups/no extensions without prior approval from the Instructor**

Quizzes (7 at 11 pts each) allow students an opportunity to apply and reinforce their understanding of various managerial accounting topics/concepts discussed in this class, ACC 200 (or ACC 202) and/or other classes.

- Quizzes will be distributed at the beginning of class and consist of six questions: true/false (2 at 1 pt each), multiple choice (2 at 1 ½ pt each) and problems (2 at 3 pts each). You will have 20 minutes to complete each quiz and you will earn points based on the number of correct responses.
- Quizzes and your responses are **NOT** to be shared, copied, photographed, etc. Also, your quiz and your responses must be returned to the Instructor at the end of each quiz period.
- Students are allowed to use printed/handwritten notes and/or a 10-key hand-held calculator.
- **During the quiz, NO access to memory storage or photographic devices, computers, tablets, mobile phones, etc. are allowed. Also, just to be clear, computers, tablets, mobile phones, etc. are NOT allowed to be used as a 10-key hand-held calculator.**

### **Cases – to be fair to all students no make-ups/no extensions without prior approval from the Instructor**

The ability to analyze and evaluate information are essential skills for every student. In addition, every student should be able to effectively and efficiently communicate, both verbally and in written form, their thoughts and findings. With that in mind, this course will use five case studies to allow students the opportunity to reinforce their learning and application of various managerial topics/concepts and to evaluate the student mastery of them. Also, they provide students with an opportunity to display your critical thinking, writing and presentation skills.

- Cases and their deliverables are posted in Lualima.
- Presentations for Cases – individual (optional but highly recommended) and groups (required):
  - ✓ As a guide, presentations should be 5 minutes with 5 PowerPoint slides.
  - ✓ Student/Groups who present will earn 0 to 1.5 presentation points depending on the overall quality of the presentation such as organization, clarity and content.
- For all written assignments, please give appropriate recognition to sources of material which were quoted or substantially paraphrased.

Missing Class and/or Assignments – If you must miss class and/or an assignment, please **notify me PRIOR to it. No make-ups/no extensions will be allowed without PRIOR notification** unless you have a legitimate and/or unavoidable circumstance (serious illness, family emergency, etc.). **Proper documentation maybe required.**

### POINTS per ASSIGNMENT

Class Attendance	8
Quizzes: 7 at 11 pts each	77
Cases at various pts for each	82
TOTAL	<u>167</u>

Presentations: 7 ½

### GRADES

Student achievement is designated by the following grades:

Excellent:	Above Average:	Average:	Below Average:	Failure:
<u>167–163 = A+ (4.0)</u>	<u>149–147 = B+ (3.3)</u>	<u>132–130 = C+ (2.3)</u>	<u>116–113 = D+ (1.3)</u>	<u>99–0 = F (0.0)</u>
<u>162–157 = A (4.0)</u>	<u>146–140 = B (3.0)</u>	<u>129–123 = C (2.0)</u>	<u>112–107 = D (1.0)</u>	
<u>156–150 = A- (3.7)</u>	<u>139–133 = B- (2.7)</u>	<u>122–117 = *C- (1.7)</u>	<u>106–100 = D- (0.7)</u>	

\*Minimal passing

To be fair to all students, grades are NOT based on a curve nor are they moved up or down to the next grade level.

**IMPORTANT: Again, students must complete ALL written assignments to receive a passing grade for this course.**

<b>DATE</b>	<b>TOPICS</b>	<b>Assignment</b>
Class 1 Aug 26	<ul style="list-style-type: none"> <li>✓ M.O.S.T.</li> <li>✓ Financial vs Managerial Accounting</li> <li>✓ Ethics</li> <li>✓ Centralized &amp; Decentralized Companies</li> <li>✓ Responsibility Accounting</li> <li>✓ Activities Generate Income &amp; Create Costs</li> <li>✓ Value Chain &amp; Theory of Constraints</li> <li>✓ Benchmarking &amp; Balanced Scorecard</li> <li>✓ Financial vs. Managerial Accounting</li> <li>✓ Financial Statement Analysis &amp; Ratios</li> </ul>	Students to form groups; two students per group.
Class 2 Sep 2	<ul style="list-style-type: none"> <li>✓ Functional and Contribution Income Statements</li> <li>✓ Absorption and Variable Costing</li> <li>✓ Cost Behavior – Variable, Fixed and Mixed</li> <li>✓ Relevant Range</li> <li>✓ High-Low Cost Estimation</li> </ul>	<i>Quiz 1</i> <i>Case 1 – Ethics; individual work*</i> <i>Fri, Sep 3 at 12 pm (noon) via email</i>
Class 3 Sep 9	<ul style="list-style-type: none"> <li>✓ Job Order &amp; Process Costing</li> <li>✓ Product &amp; Period Costs</li> <li>✓ Balance Sheet &amp; Income Statement</li> <li>✓ Cost of Goods Sold</li> <li>✓ Cost of Goods Manufactured</li> </ul>	<i>Quiz 2</i> <i>Case 2 – Fee to Use Utility Poles;</i> <i>individual work*</i> <i>Fri, Sep 10 at 12 pm (noon) via email</i>
Class 4 Sep 16	<ul style="list-style-type: none"> <li>✓ Product Costs – Direct labor, Direct Materials and Manufacturing Overhead</li> <li>✓ Allocating Manufacturing Overhead</li> <li>✓ Activity-Based Costing</li> <li>✓ Service Department Cost Allocation – direct and step methods</li> </ul>	<i>Quiz 3</i>
Class 5 Sep 23	<ul style="list-style-type: none"> <li>✓ Breakeven and Profit Planning</li> <li>✓ Pricing Decisions</li> <li>✓ Transfer Pricing</li> </ul>	<i>Quiz 4</i> <i>Case 3 – Hula Island; group work*</i> <i>Fri, Sep 24 at 12 pm (noon) via email</i>
Class 6 Sep 30	<ul style="list-style-type: none"> <li>✓ Relevant Costs including sunk and opportunity costs</li> <li>✓ Special Orders</li> <li>✓ Outsourcing (make or buy)</li> <li>✓ Sell or Process Further</li> <li>✓ Limited Resources</li> </ul>	<i>Quiz 5</i>
Class 7 Oct 7	<ul style="list-style-type: none"> <li>✓ Budgets – Static &amp; Flexible</li> <li>✓ Budgeting – sales, production, purchases cash and cash flows</li> </ul>	<i>Quiz 6</i> <i>Case 4 – TallTree Hotel Casino; group work*</i> <i>Fri, Oct 8 at 12 pm (noon) via email</i>
Class 8 Oct 14	<ul style="list-style-type: none"> <li>✓ Variance Analysis – sales price and volume and direct materials cost &amp; efficiency and direct labor cost &amp; efficiency</li> </ul>	<i>Quiz 7</i> <i>Case 5 – Over-land Trucking &amp; Freight;</i> <i>group work*</i> <i>Fri, Oct 15 at 12 pm (noon) via email</i>

\* *Presentations – individual (optional but recommended) and groups (required):*

- ✓ *As a guide, presentations should be 5 minutes with 5 PowerPoint slides*
- ✓ *Student/Groups who present will earn 0 to 1.5 presentation points depending on the overall quality of the presentation such as organization, clarity and content.*

**THE FOLLOWING POLICIES ARE JOINT POLICIES FOR ACC 460B AND 460E:**

**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.”*

**STUDENT ACTIVITIES** – The Shidler College of Business offers students several opportunities to gain valuable leadership and community experience. Student clubs and organizations are displayed in bulletin boards located throughout the hallway on the first floor. In addition, a list of Shidler Clubs and Organizations is available at: [shidler.hawaii.edu/clubs](http://shidler.hawaii.edu/clubs).

**ALTERNATIVE MEETING PLACE** –In case of significant disruptions before or during class (e.g., bomb threat), please meet the Instructor in front of the Sinclair Library and you will be given 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 resource 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 about how your case will be handled. My goal is to make sure you are aware of the range of options available to you 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/>

## **COURSE COMPLIANCE WITH VARIOUS CAMPUS POLICIES**

**Student Conduct:** It is a privilege to be a member of the UH Manoa community. 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. These special interests are fully set forth in the UH System’s Student Conduct Code. 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/](http://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 in accordance with the UH *Student Code of Conduct*. The UH Student Code of Conduct, is available at:

[http://www.studentaffairs.manoa.hawaii.edu/policies/conduct\\_code/](http://www.studentaffairs.manoa.hawaii.edu/policies/conduct_code/). Please become very familiar with the [University Student Conduct Code](#) so you can make conscience 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 the published or unpublished work of another person without full and clear acknowledgement. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of 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 for by the [University Student Conduct Code](#).

#### **EXTENDED ASSISTANCE:**

Computer Assistance	<a href="#">Shidler Computer Labs</a> or UH Information Technology Services
Library Assistance	<a href="#">Hamilton Library</a> (Online help or Reference Desk)
Writing / Learning Assistance	UHM; UHM Learning Assistance Center and UHM Department of English Writing Center; <a href="#">Manoa Writing Program</a> (see <a href="#">resources – Capital Community College for grammar and usage</a> )
Advising (academic or MAcc)	Shidler Office of Student Academic Services; <a href="#">SOA Director</a>
Careers	<a href="#">Shidler or UHM Career Services</a> , <a href="#">Beta Alpha Psi</a> , <a href="#">Accounting Club</a> , and <a href="#">Linkedin.com</a>
Safety Concerns on Campus	<a href="#">UHM Campus Security</a> (956-6911)
Disability Access	KOKUA program provides free confidential assistance: 956-7511, <a href="mailto:kokua@hawaii.edu">kokua@hawaii.edu</a> , or Student Services Center, Room 13.

## **Accounting 460E, TAXATION AND ETHICS (writing intensive w/ 460b) Fall 2021 - 2<sup>nd</sup> half of the semester, Prof. Thomas (Tom) Pearson**

Classroom location scheduled for Webster Hall room 103, may get moved;  
Prof will email the class (you can doublecheck on the Laulima course website).

**E-MAIL:** [tpearson@hawaii.edu](mailto:tpearson@hawaii.edu) (If a response is not received within 24 hours, then email again.)  
**OFFICE HOURS:** To be determined, on zoom by request.

### **COURSE MATERIALS:**

1. Laulima.hawaii.edu (course website for lectures, assignments, ...)
2. **Checkpoint** database, free access at library.manoa.hawaii.edu

**COURSE DESCRIPTION:** This course provides in-depth electronic tax research, practice in issue identification, reading and analyzing primary authority, and communicating results.  
**Prerequisites:** ACC401 (or concurrent); **Co-requisite:** ACC460b

### **COURSE OBJECTIVES (build upon UH-Manoa's Institutional Learning Objectives):**

#### **1. Acquire basic knowledge for tax research and practice**

- a. Use secondary sources for learning basic information on new or complex topics.
- b. Acquire a working knowledge of tax sources and electronic research databases.
- c. Learn from an exposure to legal penalties and ethical standards in tax practice.

#### **2. Conduct research by accessing information effectively and efficiently**

- a. Develop skills in locating relevant primary authorities (code, regs., cases, rev. rul.)
- b. Strengthen reading skills for comprehending complex tax authorities.
- c. Obtain information literacy knowledge and skills in tax research and tax issues.

#### **3. Think critically and problem solve creatively**

- a. Understand sophisticated issue statement components and practice writing issues.
- b. Create logical, analytical reasoning when integrating facts and law in the application.
- c. Enhance critical thinking and give valuable business/tax planning advice to clients.

#### **4. Communicate and report effectively**

- a. Understand the format and writing styles for research memos and business letters.
- b. Strengthen writing skills, especially by using logical organization and the active voice.
- c. Build more effective technological competencies and team-work collaboration skills.

#### **5. Encourage continuous learning with agility and adaptability**

- a. Apply critical thinking to current events within and impacting the profession.
- b. Provide exposure to track changes, professional concerns, and tax certifications.
- c. Handle simulated real world time pressures with professionalism and astuteness.

### **TIME NEEDED:**

This course requires considerable effort outside of class. The work is challenging and valuable. Take responsibility and communicate in advance, if you desire to negotiate any arrangement for late submission. **One must complete both the memo and its revision to receive a passing course grade.**



### COURSE GRADE GUIDELINES:

This course uses a +/- grading system. An A+ is possible only for the top student in the class, if 97% or higher score is achieved. **One must finish all the writing assignments required for both Acc 460B and 460E in order to receive credit for this course (including the required draft and revision).**

**EXAM:** The 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**) over 1 hour and 45 minutes. 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). Emailing any part of your exam to others or posting it on a shared platform is a per se violation of the UH Code of Conduct and results in flunking the class.

**QUIZZES:** The first quiz is focused on the grading criteria for the memo. The second quiz is focused on basic professional knowledge for research and ethics: standard setters, sources of authorities, citations, hierarchies of authority, and database search techniques.

### POINTS ASSIGNED for EACH COURSE ELEMENT (200 Total):

40	Tax research memo	50	Exam (5 Qs – 10 each)
40	Tax memo–revised	20	Quizzes (10 each)
30	Class written participation (6 weeks x 5 each)	15	Homework (3 weeks x 5 each)
5	Oral participation in class		

**(Writing exceeds 40% of the Acc 460e COURSE GRADE).**

### RESEARCH MEMOS and REQUIRED WRITING INTENSIVE ASSIGNMENTS:

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. **Submit everything in one Microsoft word file. Include your last name as the start of the electronic file name and place your name on the business letter.**

**MEMO GRADING:** An ability to communicate effectively affects the 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 a memo.

### CLASS PARTICIPATION:

Each class period includes at least one exercise (usually 20 minutes), which one must complete on a good-faith basis and timely submit in the assignment box to earn participation points, adjusted based on quality. Timely submission is important because class immediately goes over the answer. Timely attendance to class is important to assure the student does not miss out on important introductory class comments. Also, late entrance in zoom can distract others while the class is occurring. Late submissions before the following week can earn half credit.

**TENTATIVE SCHEDULE for ALL 460E SECTIONS (conducted 2<sup>nd</sup> half of semester):**

<i>Thurs-day</i>	<i>LECTURE TOPICS</i>	<i>CLASS EXERCISES develops skills in:</i>	<i>Homework DUE</i>
10/21 Wk 1	<b>Syllabus</b> , Tax Research in the IRC, <b>Sophisticated Issue Spotting</b> , Memo grading rubric, and homework with <b>Memo 1</b> .	Finding relevant Code section provisions, <b>Writing an Issue with Critical Facts and a precise Code provision.</b>	--
10/28 Wk 2	<b>Quiz 1</b> , Regulations and Writing (1) Business Letter, (2) a Tax Research Memo, (3) an Appendix for calculations, & (4) a Self-Assessment	Practice finding relevant Code & Regs, <i>Writing the application to integrate facts and law</i>	<b>Homework 1</b> Code research & preparation for Quiz 1
<b>11/4</b> Wk 3	Finish last week's exercise, Writing Memo and the cover letter, Courts & Case Law Research,	<i>Remy</i> - Finding and discussing a Court Case: (Facts, Holding, Reasoning, & a proper Case Citation) with at least 3 sentences. Polishing work.	<b>Homework 2</b> (Code, Regs & Issue Spotting)
11/18 Wk 4	Using a Citorator, Revenue Rulings and other administrative sources, and Review for Quiz 2	<i>Kurzet</i>	<b>Memo Due</b>
<b>12/2</b> Wk 5	<b>Quiz 2</b> on prior class lectures, Memo-Revised Grading, Penalties and Preparer Standards	Practice with a problem to <b>avoid penalties and comply with professional standards.</b>	<b>Homework 3</b> Case research & application
12/9 Wk 6	Tax Audits, Professional Work, Exam Tips and Practice	Practice problems, including a complete memo problem based on one set of facts	<b>Memo-revised Due</b>
<b>12/16</b> Wk 7	<b>EXAM</b> during normal class time (email prof. in advance if exam conflicting with the class time)		--