This course supports the assessments for Fundamentals of Finance, Accounting, and Information Technology. The course covers 9 competencies and represents 6 competency units.

Introduction

This course of study is aligned to the FNC1 objective assessment. It is highly recommended that you complete FNC1, the objective assessment prior to completing the tasks for the performance assessment FNT1.

Overview

As you begin this course, you might ask the question: Why study finance, accounting, and information technology? In today’s economy it is imperative that business leaders make sound financial decisions in order for their companies to be profitable and competitive. We live in an information age -- a time of communication and immediate access to information. Providing information about what businesses own, what they owe, and how they are performing is a critical aspect of accounting information. Accounting is an information and measurement system that identifies, records, and communicates relevant, reliable, and comparable information about an organization's activities and investments. Accounting is often called the "language of business" because all organizations set up an accounting information system to communicate data in order to help people make better decisions. The study of finance, accounting, and information technology is a critical component of all business organizations.

At WGU, we have captured common themes around finance, accounting, and information technology in our competency statements and designed this course to help you master those competencies. Mastering the competencies will prepare you to successfully pass the exam.

Once you have successfully completed this course, you should be able to analyze the financial condition of a firm using financial ratios and other financial data, as well as correctly apply time value of money techniques and techniques that ignore present value for capital investment decisions. You should also be able to demonstrate the use of information technology tools for specified business purposes. In addition, you should be able to demonstrate the ability to select appropriate technology applications to manage information and make decisions in given situations.

One of the most anticipated outcomes from your studies will be the help it gives you in putting what you have learned into practice. You will find that the competencies, topics, and activities presented here will have direct application to your professional life. They are designed to empower you with this newfound knowledge so you can put it to work today! Throughout this course you will have an opportunity to share what you have learned and learn from others in our message board, adding a wealth of knowledge and utility to your educational experience as you progress through your program.

Competencies

This course provides guidance to help you demonstrate the following 9 competencies:
• **Competency 319.1.1: Financial Accounting**
The graduate analyzes historical and budgeted financial data.

• **Competency 319.1.2: Ratios**
The graduate determines the financial condition of a firm using financial ratios and other financial data.

• **Competency 319.1.3: Capital Budgeting Analysis**
The graduate correctly applies time value of money techniques and techniques that ignore present value for capital investment decisions.

• **Competency 319.1.4: Cost Analysis**
The graduate performs cost analysis.

• **Competency 319.1.5: Capital Structure**
The graduate determines the most advantageous capital structure for a given situation.

• **Competency 319.2.2: Competing with Information Technology**
The graduate determines appropriate uses of information technology in creating strategic advantage.

• **Competency 319.2.3: Privacy and Security**
The graduate analyzes privacy and security concerns related to technology in the workplace in terms of their potential impact on business operations, and recommends appropriate countermeasures to satisfy these concerns.

• **Competency 319.2.4: Roles and Systems**
The graduate recommends courses of action taking into consideration the role of personnel, hardware, and software components while differentiating between business decision making and information technology management decision making.

• **Competency 319.2.5: Information Management**
The graduate selects appropriate technology applications to manage information and make decisions in given situations.

**Course Instructor Assistance**
As you prepare to successfully demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you. Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you apply the content you’re studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don’t work out on your first try, course instructors act as a support system to guide you through the revision process. You should expect to work with course instructors for the duration of your coursework, so you are welcome to contact them as soon as you begin. Course instructors are fully committed to your success!

**Preparing for Success**

The information in this section is provided to detail the resources available for you to use as you complete this course.
Learning Resources

The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to manually enroll in or independently acquire other resources. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

Automatically Enrolled Resources

You will be automatically enrolled at the activity level for the following learning resources. Click on the links provided in the activities to access the learning materials.

MyAccounting Lab
MyAccountingLab contains homework and quizzes that you will need for this course. You will be directed to specific materials in MyAccountingLab throughout the course.

VitalSource E-Texts
The following textbooks are available to you as e-texts within this course. You will be directly linked to the specific readings required within the activities that follow.


E-texts are available to you free of charge, but you may purchase hard copies at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.

Note: Because you are automatically enrolled in the preceding resources, if they appear in the "Learning Resources" tab, DO NOT click "Show Sections" or "Enroll Now." If you have already done so, contact your course instructor.

Introduction to Accounting: The Language of Business
The Introduction to Accounting: The Language of Business courseware contains modules with lessons that are instructor-led with on-screen presentation of material. There are numerous helps built into each lesson. You will be directed to specific links to this resource in the activities that follow.

Other Learning Resources

Financial Accounting Standards Boards Database
Activities within this course will direct you to utilize the Financial Accounting Standards Board (FASB) database. Here is the log-in information for access to the FASB Codification database.

Log in at the link above using the following:

- Username: AAA52071
Pacing Guide
The pacing guide suggests a weekly structure to pace your completion of learning activities. It is provided as a suggestion and does not represent a mandatory schedule. Follow the pacing guide carefully to complete the course in the suggested timeframe.

Activities at a Glance Outline
This course includes an Activities at a Glance outline to help you briefly visualize the elements of this course. This will also provide general pacing guidelines for your work through the course and can be printed and used as a quick checklist for your progress.

Accounting Fundamentals - Financial Accounting Concepts
If you have a strong background in accounting coursework or extensive work experience in the accounting field, you should be able to move quickly through the Accounting Primer by taking and passing the Check Out assessments for each chapter.

Accounting is generally called the "language of business." Regardless of the business form (whether it is a profit or non-profit) or its size, the entity will use accounting in some form to determine the success or lack of success of the organization. As you work through this study of both financial and managerial accounting concepts consider this scenario:

You have just graduated from Western Governors University with your BS in one of the business disciplines. You have been hired by your employer of choice, and as an initial project you have been assigned to serve on the budget committee working on the company's annual budget. Do you currently have sufficient accounting expertise to make a contribution in this initial assignment?

Financial statements are the communication tools used by business to show interested parties the results of operations and the financial condition of the company. The interested parties could include owners, lenders, government agencies, and others.

Financial Accounting Concepts and Procedures
There are principles, conventions, and assumptions used when completing accounting entries. In this chapter you will be introduced to some of these concepts providing a foundation for the entries that will be made in future work.
When you have completed your study in this unit, you will be able to do the following:

- Apply accounting principles and concepts.
- Use the accounting equation.
- Analyze business transactions.
- Prepare financial statements.
- Use the financial statements to evaluate business performance.

This topic addresses the following competencies:

- **Competency 319.1.1: Financial Statements**  
The graduate analyzes historical and budgeted financial data.

**MyAccountingLab-Horngren Chapter 1**

**Complete the following:**

- Complete the check-in test
- **Read Chapter 1: Accounting and the Business Environment**  
  https://lrps.wgu.edu/provision/34030725
- Complete the selected practice problems
- Complete the pre-test
- Complete the post-test
- Complete the check-out test

**Introduction to Accounting: Language of Business**

Review Basic Lesson 1 as you review an introduction to accounting concepts, principles, and the accounting cycle.

- **Introduction to Accounting: The Language of Business**

**Accounting Fundamentals Message Board**

Are you having difficulty in the task? Post a question for peer assistance in the course message board. Of course, no answers can be given, but it should be able to offer you some guidance.

As you visit the message board for this topic, look for the subject line "Financial Statements." Specifically address "Why does the Income Statement have to be prepared first?" Post your initial thoughts, then read and respond to the ideas presented by other students.

Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.
Accounting Fundamentals - Recording Business Transactions

Chapter 2 in Horngren's *Accounting* 10th edition provides information on how to record business transitions. Understanding how a business processes transactions is critical to the study of accounting fundamentals.

Understanding how to record business transactions using debits and credits is one of the most important accounting concepts. It is helpful to employ a methodical approach to analyzing transactions. Think of the questions below as a decision model.

1. Understand the transaction from the source document.
2. Determine the accounts involved from the chart of accounts.
3. Determine if the accounts increased or decreased.
4. Apply the rules of debit and credit for each account's classification (asset, liability, ...)
5. Record in the journal.

The decision model should help you determine the correct accounts to be debited and credited. With repetition and reinforcement, you will quickly find that you are automatically using these steps to journalize correctly.

**Recording Business Transactions**

The first steps of the accounting cycle are covered in chapter 2 of Horngren's *Accounting* 10th edition. The daily work in accounting tends to be repetitive as business events occur. Analyze what happened, journalize the event, and then post the journal entry to the ledger. Repeat the process until the end of the accounting period.

When you have completed your study in this unit, you will be able to do the following:

- Apply the rules of debits and credits.
- Identify how to record to the journal and ledger.
- Create a trial balance.

This topic addresses the following competencies:

- **Competency 319.1.1: Financial Statements**
  The graduate analyzes historical and budgeted financial data.

**MyAccountingLab-Horngren Chapter 2**

Complete the following:

[Complete the check-in test]

[Read Chapter 2: Recording Business Transactions]
Complete the selected practice problems

Complete the pre-test

Complete the post-test

Complete the check-out test

Introduction to Accounting: Language of Business

Use Basic Lessons 1 and 2 to review the accounting concepts and the financial statements you have been studying in the Accounting Primer in MyAccountingLab.

- Introduction to Accounting: The Language of Business

Questions/Exercises in the Recording Business Transactions Message Board

Are you having difficulty in the task? Post a question for peer assistance and input in the course message board. Of course no answers can be given, but may be able to offer you some guidance.

As you visit the message board, look for the subject line "Recording Business Transactions." Specifically address the following statement: Give an example transaction for one of the stated formats in the discussion. Post your initial thoughts, then read and respond to the ideas presented by other students.

Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

Adjusting Process

The activities for this subject will complete the study of the accounting cycle. Adjusting entries are required for company's using accrual accounting. Accrual accounting is required for large companies so these rules apply to all large business entities.

Adjusting entries are used to fulfill the matching principle in accounting. In short, the goal is to match the revenue and expenses of the operating period. This is the essence of accrual accounting. Major corporations are required to use accrual accounting instead of cash basis accounting, which is sometimes preferred by smaller entities.

Adjusting Entries

Large businesses are required to use accrual accounting. The goal of accrual accounting is to match the revenue and expense of the operating period. Adjusting entries are required to ensure this matching principle is met since some items are prepaid and used over time while other items are simply not recorded until the accounting period ends.

When you have completed your study this week you will be able to do the following:
Distinguish accrual accounting from cash basis accounting.
Apply the revenue and matching principles.
Create an adjusted trial balance.
Identify the importance of the accounting period concept.

This topic addresses the following competencies:

- **Competency 319.1.1: Financial Statements**
  The graduate analyzes historical and budgeted financial data.

**MyAccountingLab-Horngren Chapter 3**

**Complete the following:**

- Complete the check-in test
- Read Chapter 3: The Adjusting Process
  [https://lrps.wgu.edu/provision/34030885](https://lrps.wgu.edu/provision/34030885)
- Complete the selected practice problems
- Complete the pre-test
- Complete the post-test
- Complete the check-out test

**Introduction to Accounting: Language of Business**

Use Basic Lesson 4 to review the matching principle and the adjusting entries you have been working with. This lesson will be used again in the next topic in this course as you study completing the accounting cycle.

- **Introduction to Accounting: The Language of Business**

**Questions/Exercises in the Adjusting Entries Message Board**

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but may be able to offer you some guidance.

As you visit the message board, look for the subject line "Adjusting Entries." Specifically address whether only assets are adjusted and why or why not. Post your initial thoughts, then read and respond to the ideas presented by other students.

Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.
Completing the Accounting Cycle

The activities in this section will complete the study of the accounting cycle.

After the financial statements are prepared, then the records are closed for the period. The income statement account balances are eliminated through the closing process.

Last Steps of the Accounting Cycle

The last steps of the accounting cycle are performed to ready the accounting records for the upcoming accounting period. Large businesses generally report business results on a quarterly basis. Some balances are maintained while others are zeroed out. You will learn the process used in this unit of study.

When you have completed Chapter 4, you will be able to do the following:

- Identify permanent and temporary accounts.
- Perform the closing entries.
- Use the financial statements to evaluate business performance.

This topic addresses the following competencies:

- Competency 319.1.1: Financial Statements
  The graduate analyzes historical and budgeted financial data.

MyAccountingLab-Horngren Chapter 4

Complete the following:

- Complete the check-in test
- Read Chapter 4: Completing the Accounting Cycle
  https://lrps.wgu.edu/provision/34030900
- Complete the selected practice problems
- Complete the pre-test
- Complete the post-test
- Complete the check-out test

Introduction to Accounting: Language of Business

Review Basic Lesson 4 as you complete your study of the accounting cycle.

- Introduction to Accounting: The Language of Business

Questions/Exercises in the Accounting Cycle Completion Message Board
Are you having difficulty in the task? Post a question on the course message board for peer input and assistance. Of course no answers can be given, but it may be able to offer you some guidance.

As you visit the message board, look for the subject line "Completion of the Accounting Cycle." Specifically address the following question: Will the balance sheet accounts be closed? Post your thoughts, then read and respond to the ideas presented by other students.

Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

**Cost Allocation**

Now you will study cost allocation of long-term assets. Different allocation methods are available and management decides which provides the most benefit to the business.

Long-term assets will provide economic benefit to a business over multiple accounting periods. Accrual accounting requires that this benefit be recorded as an expense so it is matched against the revenue it supports.

**Cost Allocation for Long-Term Assets**

Long-term assets are cost allocated to meet the matching principle. The estimated time an asset is expected to provide economic benefit to a business is used as a base to divide the asset cost so it is matched against the revenues of those operating periods.

After completing chapter 10 of Horngren's *Accounting* 10th edition, you should be able to answer the following questions:

- What is the cost of property, plant, and equipment?
- How do I record the cost allocation of a long-term asset?
- How do I record the cost allocation of an intangible asset?

This topic addresses the following competencies:

- **Competency 319.1.1: Financial Statements**
  The graduate analyzes historical and budgeted financial data.

**MyAccountingLab-Horngren Chapter 10**

**Complete the following:**

- [Complete the check-in test](https://lrps.wgu.edu/provision/34031039)
- **Read Chapter 10: Plant Assets, Natural Resources, and Intangibles**
  https://lrps.wgu.edu/provision/34031039
- [Complete the selected practice problems](https://lrps.wgu.edu/provision/34031039)
Complete the pre-test

Complete the post-test

Complete the check-out test

Introduction to Accounting: Language of Business

Review Basic Lesson 8 as you study cost allocation for long term fixed assets.

- Introduction to Accounting: The Language of Business

Questions/Exercises in the Cost Allocation Message Board

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but it may be able to offer you some guidance.

As you visit the message board, look for the subject line "Cost Allocation." Post your one-paragraph comment about your findings from the Internet exercise in the "Connecting Your Cost Allocation Study to Life" activity.

While in the message board, read and respond to the ideas presented by other students. Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

Long-Term Liabilities

Long-term liabilities, typically bonds, are used as another source of capital acquisition. You will study different types of bonds, how the price is determined, and the entries made when the interest is paid.

Another way a company can acquire capital is through long-term debt. Bond valuation and recording bonds are covered in this unit of study.

Long-Term Liabilities

Bonds issuers pay interest based on the rate printed on the face of the bond. However, investors will demand the market rate of interest, which changes based on economic conditions. Bonds will sell at a premium or discount to ensure the bond returns the rate of interest the investor expects based on the market rate at the time.

When you have completed chapter 14 in Horngren’s Accounting 10th edition, you will be able to do the following:

- Identify the characteristics of specific bond types.
- Determine the price of the bond when sold.
- Record the interest when paid.
- Identify the advantages and disadvantages of issuing bonds versus stock.
This topic addresses the following competencies:

- **Competency 319.1.5: Capital Structure**
  The graduate determines the most advantageous capital structure for a given situation.

**MyAccountingLab-Horngren Chapter 14**

Complete the following:

- Complete the check-in test
- Read Chapter 14: Long-Term Liabilities
  https://lrps.wgu.edu/provision/34031178
- Complete the selected practice problems
- Complete the pre-test
- Complete the post-test

**Completed the check-out test**

**Introduction to Accounting: Language of Business**

Review Basic Lesson 9 as you study accounting for long term liabilities. In this lesson you will also be introduced to some corporate equity principles which are covered further in Chapters 11 & 12 of Horngren's *Accounting*.

- **Introduction to Accounting: The Language of Business**

**Questions/Exercises in the Long-Term Liabilities Message Board**

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but it should offer you some guidance.

As you visit the message board, look for the subject line "Long-Term Liabilities." Post your one-paragraph comment about your findings from the Internet exercise in the "Connecting Your Long-Term Liabilities Study to Life" activity.

While in the message board, read and respond to the ideas presented by other students.

**Paid in Capital and Balance Sheet**

Now you will study corporate equity reporting and the balance sheet effects.

Corporate equity reporting must be different from the sole proprietorship and partnership accounting since a corporation can have infinite life. The contributed capital and earned capital are accounted for and reported separately. The reward of ownership is a dividend and potential
increase in the worth of the stock owned.

**Corporations: Paid-In Capital and the Balance Sheet**

Corporations are owned by shareholders. These investors provide capital for the operations of the business in hopes of getting a return from two potential sources: increased share value and dividends.

After completing chapter 13 in Horngren's *Accounting* 10th edition, you should be able to answer the following questions:

- How do I record the issuance of shares of stock?
- How do I differentiate between common and preferred stock?
- What is done on each of the dates associated with a dividend?

This topic addresses the following competencies:

- **Competency 319.1.1: Financial Statements**
  The graduate analyzes historical and budgeted financial data.
- **Competency 319.1.5: Capital Structure**
  The graduate determines the most advantageous capital structure for a given situation.

**MyAccountingLab-Horngren Chapter 13**

Complete the following:

- Complete the check-in test

Read Chapter 13: Corporations

https://lrps.wgu.edu/provision/34031143

Complete the selected practice problems

Complete the pre-test

Complete the post-test

Complete the check-out test

Questions/Exercises in the Corporate Equity Message Board

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but it should be able to offer you some guidance.

As you visit the message board, look for the subject line "Corporate Equity." Post your one-paragraph comment about your findings from the Internet exercise in the "Connecting Your Corporate Equity Study to Life" activity.
While in the message board, read and respond to the ideas presented by other students. Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

**Retained Earnings and the Income Statement**

During this subject you will continue your study of corporate equity as you study stock dividends, stock splits, treasury stock, and the retained earnings account.

In chapter 13 of Horngren, many more concepts related to corporate equity and stockholder ownership are discussed. Shareholders expect some type of return for their investment -- for some it would be a dividend, for others they seek market value growth, and for the rest they want both.

**Retained Earnings and the Income Statement**

Shareholders can receive an investment return in many forms including cash dividends, stock dividends, and stock splits. Some of these impact retained earnings, some do not. You will discover the ways to record these events as you work through the material in chapter 13 in Horngren's *Accounting* 10th edition.

When you have completed chapter 13, you will be able to do the following:

- Record cash dividends, stock dividends, and stock splits.
- Account for treasury stock.
- Account for retained earnings based on many transactions that impact this account.
- Use the income statement results, calculate the earnings per share, and know what it means.

This topic addresses the following competencies:

- **Competency 319.1.1: Financial Statements**  
  The graduate analyzes historical and budgeted financial data.
- **Competency 319.1.5: Capital Structure**  
  The graduate determines the most advantageous capital structure for a given situation.

**MyAccountingLab-Horngren Chapter 13**

Complete the following:

- Complete the check-in test

- Read Chapter 13: Corporations

  https://lrps.wgu.edu/provision/34031143

- Complete the selected practice problems

- Complete the pre-test
Complete the post-test

Complete the check-out test

Introduction to Accounting: Language of Business

Review the equity coverage in Basic Lesson 9 to reinforce your study of the corporate equity concepts covered in Chapters 11 and 12 of Horngren's *Accounting* 10th edition.

- Introduction to Accounting: The Language of Business

Questions/Exercises in the Retained Earnings Message Board

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but you should be able to receive some guidance.

As you visit the message board, look for the subject line "Retained Earnings." Post your one-paragraph comment about your findings from the Internet exercise in the "Connecting your Retained Earnings Study to Life" activity.

While in the message board, read and respond to the ideas presented by other students. Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

Statement of Cash Flows

In this section, you will study the fourth required financial statement. It is important to consider how the Statement of Cash Flows interrelates with and reacts to changes in the balance sheet and income statement accounts.

The Statement of Cash Flows is the fourth required financial statement. It can be completed in two ways. In your study you should review both options.

**The Statement of Cash Flows**

The Financial Accounting Standards Board has approved two different preparation methods for this statement: direct and indirect. The direct method is the preferred approach, but most companies prepare the statement using the indirect approach. The three activities reported are the same. In both methods, the investing activities and financing activities are presented identically. The major difference is in the operating activities presentation.

When you have completed chapter 16 in Horngren's *Accounting* 10th edition, you will be able to do the following:

- List the components that comprise a typical financial statement.
- Describe how changes to a company's revenue and expenses affect their income statement.
- Know how changes in income statement and balance sheet data affect a statement of cash flows.
This topic addresses the following competencies:

- **Competency 319.1.1: Financial Accounting**
  The graduate analyzes historical and budgeted financial data.

**MyAccountingLab-Horngren Chapter 16**

**Complete the following:**

- Complete the check-in test
- Read Chapter 16: The Statement of Cash Flows
  https://lrps.wgu.edu/provision/34031222
- Complete the selected practice problems
- Complete the pre-test
- Complete the post-test
- Complete the check-out test

Chapter 16 discusses the Statement of Cash Flows. Work through the structured lesson for chapter 16 in Horngren's *Accounting* 10th edition. The Statement of Cash Flows has three activities reported on it: operating, investing, and financing. It is important to understand what is reported in each activity and how to arrive at the balances for each one.

**View the Video**

URL: http://highered.mcgraw-hill.com/sites/0073379611/student_view0/video_library.html

Click on the link above and view the chapter 15 video.

**Introduction to Accounting: Language of Business**

Review Basic Lesson 2 as you study the Statement of Cash Flows.

- **Introduction to Accounting: The Language of Business**

**Questions/Exercises in the Statement of Cash Flows Message Board**

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but it should offer you some guidance.

As you visit the message board, look for the subject line "Statement of Cash Flows." Post your one-paragraph comment about your findings from the Internet exercise in the "Connecting Your Statement of Cash Flows Study to Life" activity. Be sure to identify the company you chose.

While in the message board, read and respond to the ideas presented by other students.
Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

**Financial Statement Analysis**

Now you will study some financial statement analysis tools including horizontal, vertical, and ratio analyses.

Your study of financial accounting principles concludes in this unit. All of the principles, assumptions, rules, and logic have a purpose-to present a set of financial statements that can be analyzed by a variety of users. These users include investors, managers, and loan officers. This chapter presents tools to accomplish this analysis.

**Horizontal and Vertical Analysis**

An analysis should never be done based on only one analysis tool. Sufficient data must be analyzed to ensure that a full view of the company's financial well-being is achieved to include its internal financial health, as well as how it compares to other companies in the same or related business.

When you have completed chapter 17 in Horngren's *Accounting* 10th edition, you will be able to do the following:

- Complete the horizontal and vertical analyses.
- View the results of the analyses from the perspective of various stakeholders.

**MyAccountingLab-Horngren Chapter 17**

**Complete the following:**

- Complete the check-in test
- Read Chapter 17: Financial Statement Analysis
  
  https://lrps.wgu.edu/provision/34031255
- Complete the selected practice problems
- Complete the pre-test
- Complete the post-test
- Complete the check-out test
- View the Video

**URL:** http://highered.mcgraw-hill.com/sites/0073379611/student_view0/video_library.html

Click on the link above and view the chapter 15 Financial Statement Analysis video.

**Introduction to Accounting: Language of Business**
Review Basic Lesson 10 and the Hot Cars, Inc. example as you study financial statement analysis. Remember that any ratios used in the performance assessment task must be based on Horngren's *Accounting* 10th edition.

- **Introduction to Accounting: The Language of Business**

**Questions/Exercises in the Horizontal and Vertical Analyses Message Board**

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but it should offer you some guidance.

As you visit the message board, look for the subject line "Horizontal and Vertical Analyses." Post your one-paragraph comment about your findings from the internet exercise in the "Connecting Your Horizontal and Vertical Analyses Study to Life" activity.

While in the message board, read and respond to the ideas presented by other students. Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

**Ratio Analysis**

Ratio analysis allows management to focus on particular areas in the financial statements. The ratios can be compared with previous accounting periods, industry performance, and individual competitors.

When you have completed chapter 17 in Horngren’s *Accounting* 10th edition, you will be able to do the following:

- Work with liquidity ratios and determine their usefulness in decision-making.
- Work with performance ratios and determine their usefulness in decision-making.
- View the ratio analysis from the perspective of various stakeholders.
- Work with investment utilization ratios and determine their usefulness in decision-making.

**MyAccountingLab-Horngren Chapter 17**

Continue in Chapter 17 in MyAccountingLab Horngren. The company's ratios are relatively easy to calculate, but stopping at these calculations would provide only a small subset of potential information that can be gleaned from the data. How do the ratios compare with last year's calculations, with the other companies in the same industry, or with the market? Remember, you are concerned with more than just calculating the values. You also need to consider the usefulness of the information and what it tells each user.

**View the Video**

**URL:** [http://highered.mcgraw-hill.com/sites/0073379611/student_view0/video_library.html](http://highered.mcgraw-hill.com/sites/0073379611/student_view0/video_library.html)

Click on the link above and view the chapter 15 Financial Statement Analysis video.

**Questions/Exercises in the Ratio Analysis Message Board**

Are you having difficulty in the task? Post a question in the course message board for peer input.
and assistance. Of course no answers can be given, but it should offer you some guidance.

As you visit the message board, look for the subject line "Ratios." Post your one-paragraph comment about your findings from the internet exercise in the "Connecting Your Ratio Analysis Study to Life" activity.

While in the message board, read and respond to the ideas presented by other students.

**Introduction to Managerial Accounting**

Now you will begin building your competence in the managerial accounting concepts. Financial accounting is designed to follow generally accepted accounting principles, which create a reporting format for company financial statements. Managerial accounting is primarily concerned with cost controls and helping managers manage better.

The study of managerial accounting begins with identifying the users and classifying the costs by business type.

**Introduction to Managerial Accounting**

Generally, businesses do not have a lot of pricing power due to competition. The emphasis is placed on identifying the product costs and attempting to eliminate some of the cost to improve company earnings.

When you have completed chapter 18 in Horngren's *Accounting* 10th edition, you will be able to do the following:

- Identify the differences between financial accounting and managerial accounting.
- Classify costs by different business types.

This topic addresses the following competencies:

- **Competency 319.1.1: Financial Statements**
  The graduate analyzes historical and budgeted financial data.
- **Competency 319.1.4: Cost Analysis:**
  The graduate performs cost analysis.

**MyAccountingLab-Horngren Chapter 18**

**Complete the following:**

[Complete the check-in test](#)

[Read Chapter 18: Introduction to Managerial Accounting](#)

[https://lrps.wgu.edu/provision/34031263](https://lrps.wgu.edu/provision/34031263)

[Complete the selected practice problems](#)
Complete the pre-test

Complete the post-test

Complete the check-out test

Study the basic cost terminology of managerial accounting including direct costs, indirect costs, direct materials, direct labor, manufacturing overhead, and conversion costs.

View the Videos

URL: http://highered.mcgraw-hill.com/sites/0073379611/student_view0/video_library.html

Click on the link above and view the chapter 1 and chapter 2 videos ("The Need for Managerial Accounting Information" and "Classifying Costs for Decision-Making").

Introduction to Accounting: Language of Business

Review Basic Lesson 11 as you begin studying managerial accounting concepts.

- Introduction to Accounting: The Language of Business

Questions/Exercises in the Introduction to Managerial Accounting Message Board

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but it should offer you some guidance.

As you visit the message board, look for the subject line "Introduction to Management Accounting." Post your one-paragraph comment about your findings from the Internet exercise in the "Connecting Your Introduction to Managerial Accounting Study to Life" activity.

While in the message board, read and respond to the ideas presented by other students. Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

Job Order Costing and Process Costing

The two topics in this section focus on how to measure and account for costs in two different production styles. Management needs to project the future success or failure of company operations. Managerial accounting is primarily concerned with cost controls and helping managers manage better.

Job-order costing is used in situations where the organization offers many different products or services, such as in furniture manufacturing, hospitals, and legal firms.

Process production is the mass production of products in a continuous flow of steps. Understanding the process for companies with process operations is critical for measuring their costs.

Job Order Costing
Job order costing is used to accumulate the costs that go into a discrete productive unit. A home builder would use this costing method.

When you have completed chapter 19 in Horngren’s *Accounting* 10th edition, you will be able to do the following:

- Explain the cost accounting system.
- Describe features of job order production.
- Describe and record the flow of material, labor, and overhead costs.
- Determine adjustments for over-applied and under-applied factory overhead.

This topic addresses the following competencies:

- **Competency 319.1.1: Financial Statements**
  - The graduate has a comprehensive understanding of historical and budgeted financial data
- **Competency 319.1.4: Cost Analysis**
  - The graduate performs cost analysis.

**MyAccountingLab-Horngren Chapter 19**

Complete the following:

- Complete the check-in test
- Read Chapter 19: Job Order Costing
  
  https://lrps.wgu.edu/provision/34031283
- Complete the selected practice problems
- Complete the pre-test
- Complete the post-test
- Complete the check-out test

During your study identify the three costs of a product and be able to illustrate how the costs are entered and then moved through the accounting system.

**View the Video**

**URL:** [http://highered.mcgraw-hill.com/sites/0073379611/student_view0/video_library.html](http://highered.mcgraw-hill.com/sites/0073379611/student_view0/video_library.html)

Click on the link above and view the chapter 3 Job Order Costing video.

**Introduction to Accounting: Language of Business**

Review Basic Lesson 12 as you continue your concept coverage in managerial accounting.
Questions/Exercises in the Job Order Costing Message Board

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but it should offer you some guidance.

As you visit the message board, look for the subject line "Job Order Costing." Post your one-paragraph comment about your findings from the Internet exercise in the "Connecting Your Job Order Costing Study to Life" activity.

While in the message board, read and respond to the ideas presented by other students. Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

Process Costing

Process production is the mass production of products in a continuous flow of steps. Understanding the process for companies with process operations is critical for measuring their costs.

When you have completed chapter 20 in Horngren's Accounting 10th edition, you will be able to do the following:

- Compute equivalent units.
- Use process costing techniques to assign cost to units in both work in process inventory and finished goods inventory.
- Explain the difference between job costing and process costing.

This topic addresses the following competencies:

- Competency 319.1.1: Financial Statements
  - The graduate has a comprehensive understanding of historical and budgeted financial data
- Competency 319.1.4: Cost Analysis
  - The graduate performs cost analysis.

MyAccountingLab-Horngren Chapter 20

Complete the following:

- Complete the check-in test
- Read Chapter 20: Process Costing
- https://lrps.wgu.edu/provision/34031293
- Complete the selected practice problems
Process costing is used for mass produced items like candy bars. Each bar that has chocolate, nougat, caramel, and peanuts would be made in an assembly line process. Be sure to you can compute equivalent units and arrive at the cost per unit.

View the Video

Click on the link and view the chapter 4 Process Costing video:

- McGraw Hill Video Library

Connecting Your Process Costing Study to Life

Selected company websites appear below. Review the information about the operations of one of the companies from their website and decide whether the company would be likely to use a process costing system. Write a brief summary (one paragraph) about your findings, describing the reasons why the company most likely would or would not use process costing. You will use your findings from the search when you post your work to the message board as you collaborate with your peers in the virtual class discussion.

- Biolea.
- Evian.
- Ircion International Limited.
- Gulf Craft Inc.

Questions/Exercises in the Process Costing Message Board

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but it should be able to offer you some guidance.

As you visit the message board, look for the subject line "Process Costing." Post your one-paragraph comment about your findings from the Internet exercise in the "Connecting Your Process Costing Study to Life" activity.

While in the message board, read and respond to the ideas presented by other students. Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

Activity Based Costing

In this section, you will study Activity Based Costing (ABC). ABC is used to allocate costs to products in a more precise method using cost drivers.
Traditional cost accounting methods suffer from several defects that can result in distorted costs for decision-making purposes. The activity based costing system is designed to correct these traditional costing methods deficiencies by assigning costs to the productive unit that used the resource.

**Activity Based Costing**

Activity based costing is a method used to more accurately allocate the cost to the product that is using the cost. For instance, a company might have five products being produced and each one requiring a different amount of forklift moves during production. Using ABC, the cost per forklift move would be determined and then that cost would be assigned based on the demand of each individual product.

When you have completed chapter 24 in Horngren’s *Accounting* 10th edition, you will be able to do the following:

- Develop activity based costs (ABC).
- Use activity based management (ABM) to achieve target costs.
- Describe a just-in-time (JIT) production system, and record its transactions.

This topic addresses the following competencies:

- **Competency 319.1.1: Financial Statements**
  The graduate analyzes historical and budgeted financial data.
- **Competency 319.1.4: Cost Analysis**
  The graduate performs cost analysis.

**MyAccountingLab-Horngren Chapter 24**

**Complete the following:**

- Complete the check-in test
- Read Chapter 24: Cost Allocation and Responsibility Accounting
  
  https://lrps.wgu.edu/provision/34031357
- Complete the selected practice problems
- Complete the pre-test
- Complete the post-test
- Complete the check-out test

As you learn about how activity based costing is used to more accurately determine product cost. There are two stages of allocation when using ABC. Be sure you understand the differences.
View the Video

Click on the link and view the chapter 8 ABC Overview video:

- McGraw Hill Video Library

Connecting Your Activity Based Costing Study to Life

Use the Science Channel link to access some short clips from the "How It's Made" television program. The link will show a short promotional video first. A product video will begin showing immediately thereafter. You can select a different product that is interesting to you from a tabulated list on the right.

View a video. Write a brief summary that identifies the product and if activity based costing would benefit the company with improved product costing or if one of the traditional approaches is sufficient. You will use your findings from the search when you post your work to the message board as you collaborate with your peers in the virtual class discussion.

- "How It's Made"

Questions/Exercises in the Activity Based Costing Message Board

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but it should be able to offer you some guidance.

As you visit the message board, look for the subject line "Activity Based Costing." Post your one-paragraph comment about your findings from the Internet exercise in the "Connecting your Activity Based Costing Study to Life" activity.

While in the message board, read and respond to the ideas presented by other students.

Cost-Volume-Profit

This section focuses on how to measure and account for costs in process operations. The second chapter in the unit focuses on projecting future results. Management needs to project the future success or failure of company operations. This unit has some practical methods to find this useful information.

Planning a company's future activities and events is a crucial phase in successful management. One of the first steps in planning is to predict the volume of activity, the costs to be incurred, sales to be made, and profit to be received. One tool that management uses to carry out these steps is cost-volume-profit (CVP) analysis.

Cost-Volume-Profit Analysis

Managers need to predict the success the expected success of the business. Using CVP techniques the breakeven point can be determined. Multiple estimation methods are studied in this unit.
When you have completed chapter 21 in Horngren’s *Accounting* 10th edition, you will be able to do the following:

- Describe different types of cost behavior in relation to production and sales volume.
- Identify assumptions in CVP analysis and explain their impact.
- Describe applications of CVP analysis.
- Determine cost estimates using various methods.
- Compute the break-even point for a single product.
- Graph costs and sales for a single product.
- Compute the break-even point for a multiproduct company.

This topic addresses the following competencies:

- **Competency 319.1.4: Cost Analysis**
  The graduate performs cost analysis.

**MyAccountingLab-Horngren Chapter 21**

Complete the following:

- Complete the check-in test
- Read Chapter 21: Cost-Volume-Profit Analysis
  [https://lrps.wgu.edu/provision/34031330](https://lrps.wgu.edu/provision/34031330)
- Complete the selected practice problems
- Complete the pre-test
- Complete the post-test
- Complete the check-out test

Be sure to review break-even points based on units and sales dollars, how to arrive at contribution margin, and the techniques used to do the high-low method. Being able to graph a presentation of the data is also an important skill.

**View the Video**

Click on the link and view the chapter 5 Cost-Volume-Profit Relationships video:

- McGraw Hill Video Library

**Introduction to Accounting: Language of Business**

Review Basic Lesson 13 as you study how cost information is used to make business decisions related to breakeven analysis and target profits.
Questions/Exercises in the CVP Message Board

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but it should be able to offer you some guidance.

As you visit the message board, look for the subject line "C-V-P." Post your one-paragraph comment about your findings from the Internet exercise in the "Connecting Your CVP Study to Life" activity.

While in the message board, read and respond to the ideas presented by other students. Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

Budgeting: The Master Budget

The master budget is a static forecast based on one expected sales level. It is the financial plan for the expected sales and production needs for the budget period.

A budget is a formal statement of a company's future plans. At some point all managers should be involved in the process of planning a company's future activities.

The Master Budget

The master budget is a series of smaller budgets beginning with sales projections and ending with pro forma financial statements, which show the expected outcomes at the end of the budgeted period.

When you have completed chapter 22 in Horngren's *Accounting* 10th edition, you will be able to do the following:

- Learn how to use a budget.
- Prepare an operating budget.
- Prepare a financial budget.
- Prepare performance reports for responsibility center.

This topic addresses the following competencies:

- **Competency 319.1.1: Financial Statements**  
  The graduate analyzes historical and budgeted financial data.
- **Competency 319.1.4: Cost Analysis**  
  The graduate performs cost analysis.

**MyAccountingLab-Horngren Chapter 22**

Complete the following:

[Complete the check-in test]
Read Chapter 22: Master Budgets

https://lrps.wgu.edu/provision/34031344

Complete the selected practice problems

Complete the pre-test

Complete the post-test

Complete the check-out test

Be sure to identify the steps in the process and what is necessary to begin the master budget. Then answer the question: what is budgetary slack?

View the Video

Click on the link above and view the chapter 8 The Budget Process video:

- McGraw Hill Video Library

Introduction to Accounting: Language of Business

Review Basic Lesson 14 as you study budgeting concepts.

- Introduction to Accounting: The Language of Business

Questions/Exercises in the Master Budget Message Board

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but it should be able to offer you some guidance.

As you visit the message board, look for the subject line "Master Budget." Post your one-paragraph comment about your findings from the Internet exercise in the "Connecting Your Master Budget Study to Life" activity.

While in the message board, read and respond to the ideas presented by other students. Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

The Flexible Budget and Standard Costs

The flexible budget is very useful when comparing the established production standards against the actual costs incurred.

In chapter 23 you will work with standard setting and the analysis of actual differences from standards that occur in production.

The Flexible Budget and Standard Costs
Flexible budgeting can be used when the master budget is produced to show the expected results if there are deviations from the expectations in the static master budget. Flexible budgets are also used to analyze the production based on standards after the period is over so that performance variations can be analyzed and corrected.

When you have completed chapter 23 in Horngren's *Accounting* 10th edition, you will be able to do the following:

- Create a flexible budget.
- Perform a variance analysis of the materials, labor, and overhead.
- Record transactions at standard cost.

This topic addresses the following competencies:

- **Competency 319.1.1: Financial Statements**
  The graduate analyzes historical and budgeted financial data.
- **Competency 319.1.4: Cost Analysis**
  The graduate performs cost analysis.

**MyAccountingLab-Horngren Chapter 23**

Complete the following:

- Complete the check-in test
- Read Chapter 23: Flexible Budgets and Standard Cost Systems
  
  https://lrps.wgu.edu/provision/34031351
- Complete the selected practice problems
- Complete the pre-test
- Complete the post-test
- Complete the check-out test

Standards are established so that there is a cost plan for the product being made. A deviation from the standard is called a variance. Be sure to consider if a variance is favorable or unfavorable. Consider whether or not you think a favorable variance is necessarily good.

**View the Video**

Click on the Flexible Budgets link above and view the chapter 9 Flexible Budget video and the Chapter 11 video on Setting Standards:

- McGraw Hill Video Library

**Introduction to Accounting: Language of Business**
Review Expanded Lesson 14 as you study the flexible budget, setting standards, and variances.

- Introduction to Accounting: The Language of Business

Questions/Exercises in the Flexible Budget and Standard Costs Message Board

Are you having difficulty in the task? Post a question in the course message board for peer input and assistance. Of course no answers can be given, but it should be able to offer you some guidance.

Visit the message board. Look for the subject line "Flexible Budget and Standard Costs." Post your reply to the chocolate question here. Take the time to collaborate with your peers by reading and responding to the ideas presented by other students.

Interacting with other students is an excellent way to help you clarify your own understanding of these concepts.

Information Technology I: Competing with Information Technology

Information technology plays a key role in developing corporate strategies and competitive advantage. In this section you will learn about the fundamentals of information systems and how businesses can complete more effectively by harnessing the power of information systems.

Businesses today need to take advantage of any and all techniques to succeed in today's competitive environment. They hire the best in the market, review and improve their processes, and look for strategic changes and improvements. The key to success with these functions is using the newest and best technology solutions. These solutions need to be well integrated to existing transactional systems as well as to the Internet, to customers, suppliers, and vendors.

Competing with Information Technology

A company's use of information technology can provide a competitive advantage. During the study in this unit you will discover how a company can use IT to compete, and beat, the competition.

By the end of this section's activities, you will be able to do the following:

- List the standard components of information systems.
- Describe how information systems support an organization's business processes.
- Describe the primary roles and responsibilities of information technology personnel in an organization.
- Describe information technology strategic planning and how it differs from business management strategy planning.
- Describe software applications that support specific tasks or functions.
- Describe how information technology (specifically internet strategies) can be used to develop competitive strategies in an organization.
- Determine how information technology is used to re-engineer business processes.
Determine if creating a virtual company provides a company with a competitive advantage.

This topic addresses the following competencies:

- **Competency 319.2.2: Competing with Information Technology**
  The graduate determines appropriate uses of information technology in creating strategic advantage.

**Foundations of Information Systems in Business**

Read the following in the *Introduction to Information Systems* text by O'Brien and Marakas:

- **chapter 1 ("Foundations of Information Systems in Business")**

The goal in reading this chapter is to determine the following:

- Understand the concepts of a system and how it relates to information systems.
- Explain why knowledge of information systems is important for business professionals.
- List major types of information systems.
- List ethical challenges that accompany the use of information systems.

**Competing With Information Technology**

Read the following in the *Introduction to Information Systems* text:

- **chapter 2 ("Competing with Information Technology")**

The goal in reading this chapter is to determine the following:

- List several strategic uses of information technology.
- Describe a customer-focused business.
- Describe how technology supports business process re-engineering.
- Describe the aspects of an agile company.
- Define a virtual company and list technology they tend to use.

**Computer Software**

Read the following in the *Introduction to Information Systems* text:

- **chapter 4 ("Computer Software")**

The goal in reading this chapter is to determine the following:

- Clarify the difference between systems software and application software.
- Describe enterprise applications and list their advantages and disadvantages for companies.

**Chapter Quizzes**
NOTE: McGraw-Hill has changed their publisher-provided website to reflect the 16th edition of Introduction to Information Systems. Some chapters have changed names, been renumbered, or eliminated. The links to the companion site below have been updated to reflect the new 16th edition information on the McGraw-Hill website, but the information aligns to your reading in the 15th edition.

Access the following website:

- Introduction to Information Systems companion website

Review what you have learned in the previous three activities. Review the multimedia presentation summary of the chapters and answer the multiple-choice quizzes and true-false questions on the textbook companion website at the above link. Look up those questions you did not answer correctly in the textbook and add the correct answers to your notes.

Information Technology II: Databases and Networks

Databases, networks, and e-commerce are increasingly important to businesses. As firms collect more data, they must take steps to keep their data secure. In this section you will review how data is managed and used as well as how it is communicated across vast expanses.

Way back when, all a company had to worry about was how to get their transactional data (invoices, purchase orders, work time, etc.) collected and saved in files. Then someone thought that perhaps there was value in looking at summaries and exceptions to trends that the data could provide. This was the start of databases, which provide great quantities of data in summarized fashion to analysts. Analysis reports and graphs, queries and dashboards became common-place and a required way of doing business. Now, with advanced technology it is possible to share this information around the world with suppliers, customers, field personnel, etc. In this section you will explore what this technology is and how it works.

Databases and Networks

In this section you will explore what database and network technology is and how it works.

As you work through these topics keep in mind the following concepts:

- Describe networking alternatives and the advantages and disadvantages to each.
- How can using a database management approach to managing data resources be an advantage to an organization?
- Describe data retention or destruction policies.
- Explain the concept of client/server networking.
- Explain the business value of e-commerce marketplaces.

This topic addresses the following competencies:

- Competency 319.2.5: Information Management
The graduate selects appropriate technology applications to manage information and make decisions in given situations.

- Describe the correct use of an information portal in an organization.

**Data Resource Management**

Read the following in *Introduction to Information Systems*:

- *chapter 5* ("Data Resource Management")

The goal in reading this chapter is to determine the following:

- Explain the difference between a file and a database.
- Explain the business value of a data resource management process.
- Explain how a database supports business processes.
- Explain the difference between a database and a data warehouse.

**Telecommunications and Networks**

Read the following in *Introduction to Information Systems*:

- *chapter 6* ("Telecommunications and Networks")

The goal in reading this chapter is to be able to answer the following questions:

- What does the term telecommunications mean?
- What is the business use of an intranet? An internet? An extranet?
- What is the concept of client/server architecture?
- What are the fundamentals of wide area network (WAN), local area network (LAN), and wireless network?

**Electronic Commerce Systems**

Read the following in *Introduction to Information Systems*:

- *chapter 8* ("e-Commerce Systems").

The goal in reading this chapter is to be able to answer the following questions:

- What are the major trends in e-commerce applications?
- What are the general processes of e-commerce?
- What is the business value in the use of e-commerce?
- What are the benefits and trade-offs in using e-commerce to a business?

**Chapter Quizzes**

*NOTE*: McGraw-Hill has changed their publisher-provided website to reflect the 16th edition of *Introduction to Information Systems*. Some chapters have changed names, been renumbered, or eliminated. The links to the companion site below have been updated to reflect
the new 16th edition information on the McGraw-Hill website, but the information aligns to your reading in the 15th edition.

Access the following website:

- Introduction to Information Systems companion website

NOTE: chapter 8 (“e-Commerce Systems”) will be listed as chapter 9 (“e-Commerce Systems”) on the companion site.

Review what you have learned in the previous three activities. Review the multimedia presentation summary of the chapters and answer the multiple-choice quizzes and true-false questions on the textbook companion website linked above. Look up those questions you did not answer correctly in the textbook and add the correct answers to your notes.

**Information Technology III: Roles and Systems, Part 1**

Information technology plays a key role in developing corporate strategies and competitive advantage.

Just look at a website listing jobs for hire. There are more diversified positions listed every year. As technology introduced new functionality, new roles have developed to ensure the best use of the application for the company.

**Roles and Systems**
In this section you will review the new applications and the organizational changes that occur in response to the changes in technology.

As you work through these topics keep in mind the following concepts:

- How do the roles and responsibilities of information technology management and business management differ in an organization?
- How can the application of decision support systems, business intelligence, or knowledge management systems help a business achieve their goals?
- What is an enterprise system?

This topic addresses the following competencies:

- **Competency 319.2.4: Roles and Systems**
  The graduate recommends courses of action taking into consideration the role of personnel, hardware, and software components while differentiating between business decision making and information technology management decision making.

**Decision Support Systems**

Read the following in Introduction to Information Systems:

- chapter 9 ("Decision Support Systems")
The goal in reading this chapter is to determine the following:

- List the systems that provide analytical information to executives.
- Explain how a decision support system differs from a transaction-based system.
- Describe how expert systems change the decision-making processes.
- Understand the role of decision support systems.
- List various types of output of decision support systems.

**Developing Business/IT solutions**

Read the following in *Introduction to Information Systems*:

- chapter 10 ("Developing Business/IT Solutions")

The goal in reading this chapter is to be able to answer the following questions:

- What is meant by SDLC? How does that compare to stages in project management?
- What are the various types of project management tools (i.e. Gantt Chart)?
- What is the role of the project manager? Of the project sponsor?
- How does the project manager track the progress of a project?
- What is required to ensure excellent communications across the team and at all levels?
- How would you list and rate the several system conversion strategies?
- What is the role of change management?

**Enterprise and Global Management of IT**

Read the following in *Introduction to Information Systems*:

- chapter 12 ("Enterprise and Global Management of Information Technology")

The goal in reading this chapter is to be able to do the following:

- Explain how failure in IT management can be reduced by the involvement of business managers in IT planning.
- Describe the difficulties in managing global IT teams.
- Describe methods for managing an IT team.

**Chapter Quizzes**

*NOTE: McGraw-Hill has changed their publisher-provided website to reflect the 16th edition of Introduction to Information Systems. Some chapters have changed names, been renumbered, or eliminated. The links to the companion site below have been updated to reflect the new 16th edition information on the McGraw-Hill website, but the information aligns to your reading in the 15th edition.*

Access the following website:

- *Introduction to Information Systems companion website*
NOTE: The following differences will be found in the updated companion website

- chapter 9 (“Decision Support Systems”) will be listed as chapter 10 (“Supporting Decision Making”)
- chapter 10 (“Developing Business/IT Solutions”) will be listed as chapter 11 (“Business/IT Strategies for Development”)
- chapter 12 (“Enterprise and Global Management of Information Technology”) will be listed as chapter 14 (“Enterprise and Global Management of Information Technology”)

Review what you have learned in the previous three activities. Review the multimedia presentation summary of the chapters and answer the multiple-choice quizzes and true-false questions on the textbook companion website linked above. Look up those questions you did not answer correctly in the textbook and add the correct answers to your notes.

Information Technology IV: Roles and Systems, Part 2

Information technology plays a key role in developing corporate strategies and competitive advantage.

It is hard to go a month without some Internet virus scare or an article about how a business was the victim of cybercrime. The stakes are higher now with general access of our servers to the Internet. We need to keep our business data safe, yet highly available to those with permission. We want to target market our customers, yet keep their personal data safe from others and restrain ourselves from using their personal information for our purposes, which may not be in line with the "understood" use of the data. In this section you will review methods to protect a business and engage in ethical uses of data.

Privacy and Security

In this unit you will analyze privacy and security concerns related to technology in the workplace in terms of their potential impact on business operations, and recommends of appropriate countermeasures to satisfy these concerns.

As you work through these topics keep in mind the following questions:

- What are ethical considerations for using information technology in an organization?
- What are information security risks inherent to an organization?
- How do organizations prevent internet-based attacks on their technology infrastructure?
- What are effective disaster recovery methods?
- What are examples of a security breach in an organization?

This topic addresses the following competencies:

- Competency 319.2.3: Privacy and Security
  The graduate analyzes privacy and security concerns related to technology in the workplace in terms of their potential impact on business operations, and recommends appropriate countermeasures to satisfy these concerns.

Security and Ethical Challenges
Read the following in *Introduction to Information Systems*:

- chapter 11 (“Security and Ethical Challenges”)

The goal in reading this chapter is to be able to answer the following questions:

- What security risks are associated with the use of data in a business?
- What ethical risks are introduced with the use of data in a business?
- What security measures should be implemented?
- What is the role of the business user in terms of keeping data safe and using it ethically?

**Chapter Quizzes**

*NOTE: McGraw-Hill has changed their publisher-provided website to reflect the 16th edition of Introduction to Information Systems. Some chapters have changed names, been renumbered, or eliminated. The links to the companion site below have been updated to reflect the new 16th edition information on the McGraw-Hill website, but the information aligns to your reading in the 15th edition.*

Access the following website:

- *Introduction to Information Systems* companion website

*NOTE: chapter 11 (“Security and Ethical Challenges”) will be listed as chapter 13 (“Security and Ethical Challenges”) on the updated companion site.*

Review what you have learned in the previous activity. Review the multimedia presentation summary of the chapter and answer the multiple-choice quizzes and true-false questions on the textbook companion website linked above. Look up those questions you did not answer correctly in textbook and add the correct answers to your notes.

**Final Steps**

Congratulations on completing the activities in this course! This course has prepared you to complete the assessments associated with this course. If you have not already been directed to complete the assessments, schedule and complete your assessments now.