        a. Liquidity ratios
        b. Solvency ratios
        c. Profitability ratios
    4. Limitations of financial analysis

II. Statement of cash flows
    A. Primary purpose
    B. Classification of cash flows
    C. Significant non-cash activities
    D. Cash flows from operating activities
        1. Direct method
        2. Indirect method
    E. Preparation of statement
        1. Direct method
        2. Indirect method
    F. Using cash flows to evaluate a company

III. Accounting information and managerial decisions
    A. Traditional financial information vs. nonfinancial information
    B. Knowledge management tools
        1. Data and knowledge warehouses
        2. Enterprise resource planning systems
        3. Electronic data interchange
    C. Users of accounting information
        1. External users
        2. Internal users
    D. Functional areas of management
    E. Role of managerial accountant
    F. Decision-making model
    G. Relevant factors
        1. Relevant costs

        3. Cash budget
    C. Budgeted financial statements
        1. Manufacturing companies
        2. Non-manufacturing companies
    D. Non-financial budgets
    E. Static versus flexible budgets

XI. Variance analysis - a tool for cost control and performance evaluation
    A. Standard costing
    B. Flexible budgeting with standard costs
        1. Sales volume variance
        2. Flexible budget variance
        3. Sales price variance
    C. Variable manufacturing cost variances
        1. Direct material variance
        2. Direct labor variance
        3. Variable overhead variance
    D. Fixed overhead variances
    E. Overhead variance analysis using ABC
    F. Selling and administrative expense variance
    G. Interpreting and using variance analysis

The textbook and other instructional material will be determined by the instructor.