York University
Faculty of Liberal & Professional Studies
School of Administrative Studies,

AP/ADMS4570 3.0 - Management Planning and Control System

Summer 2019 Course Outline – all sections

Course website: https://moodle.yorku.ca

Please note: You need to be registered and have a York Passport ID for site access.

Course Director	*Gajindra Maharaj*	*gajindra@yorku.ca*
Area Coordinator	*Marcela Porporato*	*porpomar@yorku.ca*

Term	Section	Course Type	Day	Time	Location
Winter	M	Lecture	T	16:00 (4:00 PM)	ACW 307
Last day to drop a course without receiving a grade				March 13	

Be aware of the important dates that apply to this course by checking the following site:
https://www.registrar.yorku.ca/enrol/

Prerequisites:
For students in an Honours program, 78 credits including AP/ADMS 3510 3.00, AP/ADMS 2320 3.00 and AP/ADMS 3330 3.00, or
For other students, these above-listed courses and a grade of C+ or better in AP/ADMS 3510 3.00.

REGISTRATION INFORMATION

Enrolment Deadline

All sections for this course normally fill months in advance so early registration is important. As this is a required BCom course and it fills up so early, very few students drop in the open enrolment period in the first two weeks of classes. If you did not get into the course before classes started, your chances of successfully enrolling are very slim. However, you can request the Receptionist at room 282 Atkinson to add your name to a list that is maintained with the only purpose of estimating the unsatisfied demand of the course, but students are not contacted when vacancies occur. The Course Director is not involved in the registration process in any way and cannot assist you with this process. Due to the high volume of material covered and because of early dates of examinations, **no registration under any circumstances is permitted after the "last date to enroll without permission".**

Examination Dates

Final examination: This examination *is s*cheduled by the York Registrar for the formal examination period (see above table) and thus the date of the examination is not known when this course outline is issued. You should not book travel plans in this period. Approximate date for the official exam schedule is as in the table above. Consult the York University website for official timetable information.

Course Description:
A study of the process by which managers ensure that resources are obtained and used efficiently and effectively in accomplishing organizational objectives. Readings in cost accounting, finance, economics, business policy and social psychology are applied to analyze case studies of actual situations.
The course is designed to help you gain knowledge, insights, and analytical skills related to management accounting and control systems (MCS), and is aimed at achieving two objectives:

1) To develop an understanding of the concepts essential for the design of effective management accounting and control systems, and
2) To give each student the opportunity to improve critical skills for future career success.

Cases are the core of this course. Case studies allow you to develop and practice a systematic approach to analyzing management problems and opportunities and allows for the consideration of the type of control systems to be implemented. There is no one, single correct solution for a case, rather there are good solutions being supported by solid analyses based on theory. Case reports are expected to present and evaluate both sides of the argument before coming with a recommendation to management. Students often find cases to be difficult and frustrating, however they are the appropriate training tool for acquiring and improving:
Integrative problem-solving skills (judgment, diagnosis, analysis and communication of recommendations are developed), namely:

- Analytical skills
- Communication (oral, written and presentation) skills
- Ability to work in a team
- An understanding of how a real business function
- Exposure to a method used in a significant portion of professional accounting

Evaluation - weights are not transferrable between course components

1: Connect LearnSmart Assignments	2
2: Connect Homework Assignments	5
3: assignments - 3 @ 11.0	33
5: Group Presentation	20
6: Participation	10
7: Final Examination	30
Total	100%

Assignments: Three assignments will be assigned. These are cases similar to CPA cases or may be based on events in current news.

Additional Reading, Cases and Discussion materials based on the topic will be assigned on a weekly basic

Participation: Attendance will be taken at each class. The criteria for participation marks are:

1 - generally attends (3)
2 - attends and participates frequently (5)
3 - attends, participates frequently, makes some contributions (7)
4 - attends, participates frequently, makes many contributions (8)
5 - attends, participates frequently, and makes insightful and frequent contributions (10)

Required Course Materials:

There are two required texts for this course. Each text and the purchase options are listed below.

1. Spraakman, Current Trends and Traditions in management Accounting Case Analysis, 7th edition, 2018 **(Custom edition)**

   Options for the Spraakman casebook:
   To purchase the Custom eCasebook, go to: http://www.captus.com/information/onlinepub-adopt.htm

   Click Purchase in the following item:

   York University - ADMS 4570 - WINTER - Current Trends and Traditions in Management Accounting Case Analysis, 7e, Custom Edition ($18.00; Four-Month Subscription)
   Purchase | Access | Non-Printable

2. Richardson, Teeter, and Terrell, Data Analytics for Accounting, McGraw Hill Education, 2019

Options for Richardson textbook

A. Textbook + Connect Package for Richardson et al. Data Analytics for Accounting with Connect Access Code Card, 1st edition, © 2019, McGraw-Hill Education
ISBN: 978-1-260-09172-4

OR

B. Connect (with eBook/SmartBook) for Richardson et al. Data Analytics for Accounting, 1st edition, © 2019, McGraw-Hill Education
ISBN: 978-1-260-37513-8

OR

C. Connect eBookless (Assignments only – **without** eBook/SmartBook) for Richardson et al. Data Analytics for Accounting, 1st edition, © 2019, McGraw-Hill Education
ISBN: 978-1-260-37513-8

Connect Registration Instructions

To register for Connect (or purchase online); go to your section Connect web address listed below.

Students: Please make sure you register in your correct section! Your completed work and grades are not transferable and cannot be moved to another section.

Note: You will not be able to register to your Connect course until September 5, 2018, when registration opens.

Course Director & Connect Web Information

Section	Course Director	Email contact	URL
M	Gajindra Maharaj	gajindra@yorku.ca	https://connect.mheducation.com/class/a-instructor-winter-2020---section-m

1. Go to the Connect Web Address for your section or provided your instructor.
2. Click on "Register Now."
3. Enter your York email address (this will become your Connect username). If you already have a McGraw-Hill account, you will be asked for your password and will not be required to create a new account.
4. Enter your Connect registration code or purchase it online here.
5. Follow the on-screen directions.
6. When registration is complete, click on "Go to Connect Now."
7. You are now ready to use Connect.

Connect Support

For any questions or issues related to Connect, submit a support ticket with the McGraw-Hill Care Centre at1 800 331 5091. You will be issued a case or reference number. Please keep for your records.

If you still need assistance after submitting a ticket with the McGraw-Hill Care Centre, you can email your ticket number and request to your McGraw-Hill helpline: www.mhhe.com/support.

Please include in your email, what course you are taking, your section and professor name, and the email address you used to register for Connect.

Visit www.improveyourgrades.ca and www.connectstudentsuccess.com to learn more about Connect, LearnSmart and SmartBook.

Computing Requirements

This course has an extensive computer interface and you will need access to a multi-media computer with a high-speed Internet connection. The most recent versions of Adobe Reader and Apple QuickTime are required to view course materials, available by free download from www.adobe.com and www.quicktime.com, respectively. A computer and speakers (or headphones) will be required to read and listen to the recorded material that complements the text. 'Adobe Reader' and 'QuickTime' are needed to view the multimedia clips that illustrate and explain the concepts. There are free computer labs on campus for registered students who do not possess these computing resources. Campus computers do not have speakers, so you will have to supply your own headphones.

ORGANIZATION OF THE COURSE

Lectures

There is a three-hour lecture each week. On-campus sections will have their lecture in the designated lecture hall at York.

Email Protocol

If you want help with a problem, it is important that your email be properly labeled and show the calculations you have made. ***Make sure to include your name, student number, and section number in all your emails***. Messages without this information will remain unopened. Students are required to obtain and use a Yorku.ca email account for course email. For security reasons, we generally will not respond to Gmail/Hotmail etc.

Who do I email for what?

Helpdesk@yorku.ca...(all computing issues)
Course Director…(all questions related to course content, course administration and grades, all questions/concerns not properly addressed by the Teaching Assistant)
Area coordinator … (concerns not properly addressed by the Course Director):

Practice Problems & Cases

There are lots of practice problems and cases in your textbooks. As you will be tested using cases based on the materials covered in class. The pre-requisite materials are important for this course, as the course builds on the theory and calculations covered in the prior courses. The formula for success is integrative and multi topic case analysis and not restricting your analysis to a single topic, but instead, looking at the broader view of what has to be done to solve business problems.

Concerns with Marking

If you have concerns with the marking of your work, write your concerns on the cover page and re-submit it to your course director, who will deal with the concerns. Note, as there is a certain amount of judgment in marking, the entire exam or assignment will be re-marked, and the overall mark could go up, stay the same, or fall.

Bonus Mark

At the professor's discretion, students in this section may receive a 1% bonus if 70% or more of them complete the online course evaluation. The professor will explain the importance of evaluations and provide time in class for completing the evaluation.

Course Website
All course material is contained on the Moodle website for your courses.

The website contains

- This course outline
- Announcements on all important matters in the course. You should check these several times a week and especially before class in case there is a class cancellation
- Lecture slides (as needed) to print as course notes
- Examination information

The website has restricted access; you will have to log in with your York Passport account.

Note:

Each week there will be a discussion about a topic in the current business news. Students are encouraged to read the business news.

WEEKLY TIMETABLE AND DUE DATES

Both books are referenced, R = Richardson; S = Spraakman

	Week		Topic	Assignments	Cases from Spraakman
1	04-Jan	10-Jan	Intro to Performance management & management decisions (& Calc tools)		
2	11-Jan	17-Jan	Transfer Pricing theory and practice	R: Chapter 5 - P5.4, P5.6, Lab 5.1, Lab 5.2	Adam Tran Winery
3	18-Jan	24-Jan	Agency theory, incentives, oversight, regulations,	Assignment 1 - Case to be assigned	Dowie
4	25-Jan	31-Jan	Corporate Governance and Ethics	R: Chapter 6 – P6.2, P6.3, Lab.6.2, Lab 6.3	Government Services
5	01-Feb	07-Feb	Group Presentations – Intro to topic and Issue (5 minutes)	R: Chapter 7 – P7.1, P7.2, Lab 7.1., 7.2	
	08-Feb	14-Feb	Decentralization & Performance	Assignment 2 - Case to be assigned	Ontario Manufacturing
6	15-Feb	21-Feb	READING WEEK		
7	22-Feb	28-Feb	Planning, Budgeting & Incentives	R: Chapter 8 – P8.3, P8.5, Lab 8.1, Lab 8.4.	Southern computer machines
8	01-Mar	07-Mar	Financial Performance management issues & their effects		Consolidated Pump – TBV
9	08-Mar	14-Mar	Variance Analysis & Risk management - Controllable and uncontrollable factors	Assignment 3 - Case to be assigned	Upper Canada Wood Stoves
10	15-Mar	21-Mar		Articles Due	Yoour University
11	22-Mar	28-Mar	Group Presentations – Issues and analysis – board presentation (10 Minutes)		
12	29-Mar	04-Apr	Review		
			Final exam		

Online Connect Assignments

There are four Connect LearnSmart and four Connect Homework Assignments which are part of your course work and are located in Connect, which is an adaptive learning tool that pinpoints critical concepts you need to learn and maps out a personalized study plan to ensure success. For a short video on Connect, visit www.mhlearnsmart.com.

When working in Connect, students can also access SmartBook. SmartBook provides an adaptive reading experience that reinforces what students need to learn and ensures they retain the information. For another short video on Connect, visit www.improveyourgrades.ca.
The Connect due dates are available in Connect and each assignment is due at 11:59 pm on the due date **which cannot be extended**. Students can work on these assignments over time and their work and progress will be saved. After the due date, students are encouraged to revisit Connect to assist in retaining the course content.

RELEVANT UNIVERSITY REGULATIONS

Deferred Exams: Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Details can be found at http://myacademicrecord.students.yorku.ca/deferred-standing

Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted.

DSA Form: http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf

Attending Physician's Statement form: http://registrar.yorku.ca/pdf/attending-physicians-statement.pdf

To apply for deferred standing, students must register at

http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf

Followed by handing in a completed DSA form and supporting documentation directly to the main office of the School of Administrative Studies (282 Atkinson) and add your ticket number to the DSA form. The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam. These requests will be considered on their merit and decisions will be made available by logging into the above mentioned link. No individualized communication will be sent by the School to the students (no letter or e-mails).

Students with approved DSA will be able to write their deferred examination during the School's deferred examination period. No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally scheduled examination. The deferred exam may be closed book, cumulative and comprehensive and may include all subjects/topics of the textbook whether they have been covered in class or not. Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted.

Academic Honesty: The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated and charges shall be laid if reasonable and probable grounds exist.

Students should review the York Academic Honesty policy for themselves at:

http://www.yorku.ca/secretariat/policies/document.php?document=69

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at:

https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/

Grading Scheme and Feedback Policy: The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for 'full year' courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible. For more information on the Grading Scheme and Feedback Policy, please visit: http://www.yorku.ca/univsec/policies/document.php?document=86

In-Class Tests and Exams - the 20% Rule: For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend, tests or exams worth more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: http://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/

Reappraisals: Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed. For reappraisal procedures and information, please visit the Office of the Registrar site at: http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy

Accommodation Procedures: LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit: http://ds.info.yorku.ca/academic-support-accomodations/

Religious Accommodation: York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit: https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs

Academic Accommodation for Students with Disabilities (Senate Policy)

The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder. For more information, please visit the Counselling and Disability Services website at http://www.yorku.ca/dshub/

York's disabilities offices and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit http://www.yorku.ca/altexams/

Please alert the Course Director as soon as possible should you require special accommodations. The End