

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

AP/ADMS4570 3.0 - Management Planning and Control System

Summer 2020 Course Outline

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		
Term	Section	Course Type	Day	Time	Location
Spring/ Summer	A	Lecture	T	19:00 (7:00 PM)	Video Conference

Be aware of the important dates that apply to this course by checking the following site:

<https://www.registrar.yorku.ca/enrol/>

ADMS4570 requires video and audio participation in the conference each week. Presentations, Midterm and Final exam will be held using the video conferencing technology.

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 scheduled 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. Both real situations and CPA style cases are used in this course.

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 based on business analysis
- 2) To prepare students with both qualitative and quantitative skills for CPA cases.

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: assignments - 2 @ 7.5	15
2: Group Presentation	10
3: Group Paper	15
4: Midterm	20
5: Participation	10
6: Final examination	30
Total	100%

Assignments: Two 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 basis

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:

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

Options for the Spraakman casebook:

The custom edition for ADMS 4570 will be available on the following webpage URL:

To purchase the Custom eCasebook, go to:

<http://www.captus.com/information/onlinepub-adopt.htm>

Click Purchase in the following item:

York University - ADMS4570 - SUMMER - Current Trends and Traditions in Management Accounting Case Analysis, 7e, Custom Edition (\$26.00; Four-Month Subscription) [Purchase](#) | [Access](#) | Non-Printable

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.

Software use:

- Power BI (free version)
- Excel
- Word
- Power Point
- Zoom Video conferencing

Data analytics and group project requires the use of Power BI. Please see the separate sheet for the details of the group project.

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

- The 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 on a topic in the current business news. The idea of these discussions is to help students gain a better understanding of how to assimilate information to make business decisions. Students are encouraged to read / listen to the business news daily.

WEEKLY TIMETABLE AND DUE DATES

	Week		Topic	Assignments	Cases from Sprakman
1	11-May	17-May	Intro to Performance management & management decisions (& Calc tools)		Adam Tran Winery Dowie
2	18-May	24-May	Transfer Pricing theory and practice		(1)Dennison Manufacturing International (2) Consolidated Pump
3	25-May	31-May	Agency theory, incentives, oversight, regulations,	Assignment 1 - Case to be assigned	Southern computer machines
4	01-Jun	07-Jun	Corporate Governance and Ethics		King Coal
5	08-Jun	14-Jun	Decentralization & Performance		Digital-imaging robotics
6	15-Jun	21-Jun	Planning, Budgeting & Incentives	Assignment 2 - Analytics with Power BI – to be assigned	Ontario Manufacturing
	22-Jun		6:00 pm – 9:00 pm	Midterm Exam	
	23-Jun	26-Jun	READING WEEK		
7	29-Jun	03-Jul	Financial Performance management issues & their effects		(1)Dindal Air conditioners (2)Electronic Process equipment
8	06-Jul	10-Jul	Variance Analysis & Risk management - Controllable and uncontrollable factors		Upper Canada Wood Stoves
9	13-Jul	17-Jul		Paper due	Yoor University
10	20-Jul	24-Jul	Group Presentations – Issues and analysis – board presentation (15 Minutes)	Group Presentations	
11	27-Jul	31-Jul	Review		
12	03-Aug	07 Aug	Final exam	Three hours - CASE	

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