

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

AP/ADMS4570 3.0 - Management Planning and Control System

Summer 2022 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 instructor(s):

Course Director	Maria Ferraro	ferraro1@yorku.ca

Times and locations:

Term	Section	Course Type	Day	Time	Location
Summer	A	In Person Lectures	T	4:00 PM	DB 007

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

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

Prerequisites:

Prerequisites: 1) For students in an Honours program, 78 credits including AP/ADMS 3510 3.00, AP/ADMS 2320 3.00 and AP/ADMS 3351 3.00 (or ADMS 3330 prior to Fall 2019), or 2) for other students, these above-listed courses and a grade of C+ or better in AP/ADMS 3510 3.00.

Examinations: *The midterm and the final examination are scheduled in-person at the YU Keele Campus. The dates for Midterm examinations are listed on the course outline. The final examination date will be scheduled by the YU Registrar's office during the pre-defined examination period. You should not book travel plans in this period. Consult the York University website for official timetable information.*

Technical requirements for taking the course:

Several platforms will be used in this course (e.g., Moodle, Zoom (in case of unforeseen circumstances) through which students will interact with the course materials, the course director, as well as with one another. Please review this syllabus to determine how the class meets, and how office hours and presentations will be conducted.

Students shall note the following:

- Zoom is hosted on servers in the U.S. Sessions are NOT recorded.
- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session.
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

Please review the [technology requirements and FAQs for Moodle](#).

Students will be expected to fully participate in this course through – preparation and knowing prerequisite course materials are very important. Remote participation requires video conferencing. In addition to a stable, higher-speed Internet connection, students will need a computer with webcam and microphone, and/or a smart device with these features.

Here are some useful links for student computing information, resources and help:

[Student Guide to Moodle](#)

[Zoom@YorkU Best Practices](#)

[Zoom@YorkU User Reference Guide](#)

[Computing for Students Website](#)

[Student Guide to eLearning at York University](#)

To determine Internet connection and speed, there are online tests, such as [Speedtest](#), that can be run.

Expectation:

ADMS4570 participants are expected to be competent with the calculative skills and knowledge developed through ADMS2510 and 3510. While cases will cover financial accounting topics, there is a heavy emphasis on managerial accounting and governance. Please review/refresh your knowledge from both ADMS2510 and ADMS3510 prior to the course.

REGISTRATION INFORMATION

Enrolment Deadline: May 22, 2022

Examination Dates: Midterm exam: Tuesday June 14, 2022

Final Exam: TBD

Expanded course description:

A study of the process by which managers ensure that resources are obtained and used efficiently and effectively in accomplishing organizational objectives. 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. The course builds on your knowledge cost accounting, financial accounting, finance, economics, and strategy through a case base format and current economic events.
- 2) To prepare students with both qualitative and quantitative skills for CPA case analysis and writing. Case formats are CPA style, and the group project is similar to the requirements of the CPA capstone.

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 risks and 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, both qualitative and quantitative 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

Component	Weight
Weekly case submissions (10 cases @ 0.5 each)	5%
In class Group case assignment	5%
Data Analytics Case	2%
Midterm Exam	25%
Participation	10%
Group Case and Presentation (Report 10%, Presentation 5%)	15%
Final examination	38%
Total	100

Midterms: The midterm is scheduled during class time. The case will be similar to CPA cases covering both qualitative and quantitative issues.

Group Case and Presentation: The details will be discussed in class, however, as a general guide: Students will be assigned a case similar to CPA cases. Each group will be required to submit a response to the issues and prepare a formal presentation to the class.

Weekly Case submissions: Submit 10 cases (0.5 marks each = 5 marks) Deadline each as shown on eClass (30 minutes before the start of class, i.e. on Tuesdays at 3:30 pm)

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:

[Captus Press: Term-based eBooks](#)

Click Purchase in the following item:

York University - ADMS4570 -Summer- Current Trends and Traditions in Management Accounting Case Analysis, 7e, Custom Edition (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 is required to view course materials, available by free download from www.adobe.com. 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:

Section A is an In-person course. All classes and exams/tests are held on campus. All class readings, assignments, and other information will be posted on the course Moodle site.

Office hours:

Office hours will be scheduled by appointment over Zoom.

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:

- Excel
- Word
- Power Point
- PowerBI

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.

Course Website

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

The website contains

- The course outlines
- 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
- Additional readings and cases
- Examination information

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

WEEKLY TIMETABLE AND DUE DATES (Note: Additional readings and cases may be assigned in class)

	ADMS 4570	Section A	Spraakman Text
Session	Topic	Date	Weekly Hand-in Cases
Session 1	Intro to Performance management & management decisions (Calculation review) Intro to case writing – CPA way	May 10	
Session 2	Strategy, Corporate Governance and Ethics Information needs	May 17	Adam Tran Winery Downie
Session 3	Responsibility Centres Organizational Structure Transfer Pricing	May 24	Atcom Manufacturing King Coal
Session 4	Project Management Lean Management Group case assignment	May 31	Bert the Baker CCP Publishers
Session 5	Budgeting and Variance analysis	June 7	Dennison Manufacturing Upper Canada Wood Stoves
Session 6	Midterm Exam Location: DB 2027 and DB 2032	June 14	
READING WEEK	Reading week: June 21 to June 24	June 21	No class or assignment due
Session 7	Financial and non-financial Performance measures Balanced scorecard	June 28	Government services Royal Wood
Session 8	Data analytics in achieving goals and decision making	July 5	Data Analytics Case Corral Recycling Home Renovations
Session 9	Enterprise Risk Management	July 12	Colonial department Store Electronic Process Equipment
Session 10	Group Project Reports	July 19	Southern Computer Machines Harry Rosen
Session 11	GROUP PRESENTATIONS	July 26	
Session 12	Review	Aug 2	Yoor University Coffee Maker Supreme

RELEVANT UNIVERSITY REGULATIONS

The [Senate Grading Scheme and Feedback Policy](#) stipulates the following:

- The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) be announced, and be available in writing, within the first two weeks of class.
- Under normal circumstances, graded feedback worth at least **15%** of the final grade for Summer term courses, and **30%** for full-year courses shall be received by students in all courses prior to the final withdrawal date from a course without receiving a grade (see the policy for exceptions to this aspect of the policy).
- Please note that an exam or term test worth more than 20% of the final grade may not be given during the final two weeks of classes. It must be scheduled in the formal exam period, even if it will be completed online. The formal exam period in the Summer will run from August 11 to 18, 2022.

Academic honesty and integrity

In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing SPARK's [Academic Integrity module](#) at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the [Senate Policy on Academic Honesty](#).

Turnitin

To promote academic integrity in this course, students will be normally required to submit their written assignments to Turnitin (via the course Moodle) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described on the Turnitin.com website.

Online proctoring

This course may require the use of online proctoring for examinations. The instructor may use an online proctoring service to deliver the exam(s), which would be administered through the Learning Management System (Moodle). Students are required to have access to minimum technology requirements to complete examinations. If an online proctoring service is used, students will need to become familiar with it at least five days before exam(s). For technology requirements, Frequently Asked Questions (FAQs) and details about the online proctoring service, please visit the [Registrar's Office's page on online exam proctoring](#). Students are required to share any IT accommodation needs with the instructor as soon as they are able.

LA&PS course policies. That document summarizes and provides links to the information typically provided under the Course Information section, including on [Student Rights & Responsibilities](#), and [Academic Accommodation for Students with Disabilities](#). For more language on course information, please consult the University's [Important Course Information document](#).

Please see: <http://sas.laps.yorku.ca/students/> for Relevant University, Faculty and School regulations on

- If a Final Exam is missed due to illness (Deferred Final Exams)
- Academic Honesty
- Grading Scheme and Feedback Policy
- In-Class Tests and Exams - the 20% Rule
- Reappraisals
- Accommodation Procedures
- Religious Accommodation
- Academic Accommodation for Students with Disabilities

Schedule of readings and activities

Please note the following [important dates](#) for Summer 2022:

- For Summer (SU) courses, classes will start on May 9, 2022.
- Reading Week will occur between June 21 to 24, 2022 in the Summer term
- The formal exam period in the Summer will run from August 11 to 18, 2022. If you are planning an exam or term test worth more than 20% of the final grade, it cannot be written during the final two weeks of classes. It must be scheduled in the formal exam period, even if it will be written online.