

Management Planning and Control Systems

ADMS 4570 A

Fall 2023

Course Information

Course Instructor: Maria Ferraro

E-mail: ferraro1@yorku.ca

Phone: n/a

Office Hours & Location: Wednesdays
3:30 to 5:30 (Zoom)

Course Time & Days:

Tuesdays 11:30-2:30

Class Location: SC 214

Course eClass site:

<https://eclass.yorku.ca/>

Land Acknowledgment

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat. It is now home to many First Nation, Inuit, and Métis communities. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region ([LA&PS Land Acknowledgement](#)).

Course Overview

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, business policy and social psychology are applied to analyze case studies of actual situations. 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

Course Learning Objectives

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

Course Format and Organization

This course is taught using lectures, case studies, group activities, and group presentations. Students are expected to participate in group activities. It is expected that all readings will be completed, and all assigned cases will be attempted prior to class, and that each student will come to class prepared to discuss the material. Many management control concepts will be taught through the weekly cases that are discussed.

- This is an In-person course. All classes and exams/tests are held on campus. All class readings, assignments, and other information will be posted to the course eClass site. Class may be conducted over Zoom due to unforeseen circumstances.

Technical Requirements

Several platforms will be used in this course (e.g., eClass, Zoom, etc.) through which students will interact with the course materials, the course director/TA, as well as with one another. Students must have access to Word, Excel and PowerBI.

Using Zoom

Students shall note the following:

- Zoom is hosted on servers in the United States and Canada. Recordings done since May 4, 2022 are stored in Canada. For more information, please refer to the notes on [Zoom Privacy and Security](#) provided by Information Security at York.
- 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.

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

- [Student Guide to eClass](#)
- [Zoom@YorkU Best Practices](#)
- [Zoom@YorkU User Reference Guide](#)
- [Student Guide to eLearning at York University](#)

To determine Internet connection and speed, there are online tests, such as [Speedtest](#), that can be run. If you need technical assistance, please consult the [University Information Technology \(UIT\) Student Services](#) web page. For more specific assistance, please write to askit@yorku.ca.

Course Communication Plan and Office Hours

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 grades, all questions/concerns)

Practice Problems & Cases

As you will be tested using cases based on the materials covered in class. The prerequisite 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. **Note: Due to copyright issues – solutions to cases will not be posted. Students should attempt all cases and take notes during the class discussion.**

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 Expectations

ADMS4570 participants are expected to be competent with the calculative skills and knowledge developed through ADMS2510 and 3510. While some 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.

Course Evaluation

| Assessment | Due Date | Weight % | Course Learning Outcome |
|-------------------------|------------------------|-------------|-------------------------|
| In class group case | October 3 | 6 | 1,2 |
| Data Analytics case | September 26 | 2 | 1,2 |
| Group case/presentation | November 21/28 | 15 | 1,2 |
| Midterm Exam | Saturday October 21 | 32 | 1,2 |
| Final Exam | TBD | 45 | 1,2 |
| | | 100% | |

Assessment Descriptions

[In your assessment description, share a detailed breakdown of each assignment, as well as its weighted value. Consider including brief descriptions about the assessment's purpose and relevance (e.g., learning objective and outcome), as well as evaluation criteria.]

Submitting Assignments

[Share information about how students should submit assessments (e.g., digital submission to eClass, hard-copy submission during in-person lectures/seminars/tutorials, etc.). Specify how, where, and when students should submit their assignments, if this information was not provided earlier in the assignment description.]

Consider including a statement explaining how proper academic performance depends on students doing their work not only well, but on time. For example: “Assignments for this course must be received within the timeframe specified for the assignment and are to be handed in (insert submission method).”]

Late Work Policy

[Include your policy for grading late coursework. Encourage students to proactively speak to you or your TAs early in the term about how to meet or adjust assignment deadlines. While lateness penalties are set at an individual instructor’s discretion, it is not recommended that late work be penalized more than 15% per calendar day. In this Faculty, a typical lateness penalty would be roughly 5% per calendar day.]

Missed Tests and Exams

[Explain how students can address any missed tests and/or exams in your course.]

Grading

The grading scheme for this course conforms to the 9-point system used in undergraduate programs at York University. For a full description of the York grading system, visit the York University [Academic Calendar](#).

| GRADE | GRADE POINT | PERCENT RANGE | DESCRIPTION |
|-------|-------------|------------------------|--------------------|
| A+ | 9 | 90-100 | Exceptional |
| A | 8 | 80-89 | Excellent |
| B+ | 7 | 75-79 | Very Good |
| B | 6 | 70-74 | Good |
| C+ | 5 | 65-69 | Competent |
| C | 4 | 60-64 | Fairly Competent |
| D+ | 3 | 55-59 | Passing |
| D | 2 | 50-54 | Marginally Passing |
| E | 1 | (marginally below 50%) | Marginally Failing |
| F | 0 | (below 50%) | Failing |

[If your course does not use this grading system, please replace the above text with a full description.]

How to Use Citations

[Provide citation expectations in the course assignments and links to appropriate citation references and guidelines. Explain why citation practices are important, and how they support academic integrity by linking information back to an identifiable source. Specify what kinds of citation format students should use and list available resources to support research and citation. For example:

- [SPARK Student Papers & Academic Research Kit](#)
- [Drop-in Research Support](#), YorkU Libraries
- [Writing Centre](#)
- [ESL Open Learning Centre](#)

If you will be permitting the use of generative artificial intelligence tools in your course, please review how generative AI prompts and responses should be cited according to the following referencing styles:

- [APA](#)
- [MLA](#)
- [Chicago](#)

For additional suggestions, please refer to the LA&PS resource on *Generative AI in Teaching & Learning*.]

Course Schedule: Weekly Readings and Activities

Required Course Materials

[Specify the following:

- Required readings: textbook, course kit, etc.
- Where course material can be accessed or purchased (e.g., York Bookstore, publisher site, etc.).]

Optional Materials

[Specify any optional texts, supplemental materials, videos, workbooks, etc.]

Course Schedule

[The table below represents the number of weeks in a typical 3.0 credit course. For a 6.0 or 9.0 credit course, you will need to add additional rows in order to represent all 24 weeks of your course.]

| Week/Module Dates | Readings and Activities | Assessment Due Dates | Module/Unit Learning Outcomes |
|-------------------------------|---|---|-------------------------------|
| Week 1 September 12 | Intro to Performance management & management decisions (Calculation review) Intro to case writing – CPA way | | 1,2 |
| Week 2 September 19 | Information Needs and Systems DAIS in achieving goals and decision making | Adam Tran Winery Dowie | 1,2 |
| Week 3 September 26 | Strategy, Corporate Governance and Ethics | Upper Canada Wood stoves Royal Wood DA assignment due | 1,2 |
| Week 4 October 3 | Responsibility Centres Organizational Structure Transfer Pricing | Yoor University Electronic Process Equipment Group case assignment | 1,2 |
| October 10 | NO Class - Reading Week | | |
| Week 5 October 17 | Project Management Capital budgeting Lean Management | Bert the Baker Dindal Air | 1,2 |
| Week 6 Saturday October 21 | Midterm exam | | 1,2 |
| Week 7 October 31 | Budgeting and Variance analysis | Coffee Maker Supreme Dennison Manufacturing | 1,2 |
| Week 8 November 7 | Financial and non-financial Performance measures Balanced scorecard | Home Renovations Government services | 1,2 |
| Week 9 November 14 | Enterprise Risk Management | Harry Rosen Corral Recycling | 1,2 |
| Week 10 November 21 | Group Project reports (in class) | | 1,2 |
| Week 11 November 28 | Group Presentations (in class) | | 1,2 |
| Week 12 December 5 | Review and Final exam prep | Queensview University Pasta Etc. | 1,2 |

Course Policies

All students are expected to familiarize themselves with the following information:

- [Student Rights & Responsibilities](#)
- [Academic Accommodation for Students with Disabilities](#)

Please also review the following course policies:

Academic Integrity

As a student at York University, you have a responsibility to both understand and uphold the integrity of the academic experience. The Faculty of Liberal Arts & Professional Studies supports the International Center for Academic Integrity's [definition of academic integrity](#). That is, you will be committed to acting in all academic matters, even in the face of adversity, with honesty, trust, fairness, courage, respect and responsibility. Here is how you can demonstrate academic integrity in the completion of this course:

- **Respect the ideas of others:** Your course work should represent your own knowledge and ideas. [You should not falsely claim credit for ideas that are not your own, by presenting another's work as yours](#). If you are quoting, paraphrasing, or summarizing another person's work in order to support your own ideas, identify the work and the author through proper citation practices. For more information about how to cite properly, use the [Student Papers and Academic Research Kit](#) (SPARK). You can improve your writing, research, and personal learning abilities through the [Learning Commons](#), or by visiting the [Writing Centre](#) or [ESL Open Learning Centre](#).
- **Respect your peers:** [Know when you are allowed to collaborate](#). Ask your instructor about what group work entails when it comes to the [sharing of work](#). In test situations and assignments, don't steal or give answers to your peers, whether in-person or online (e.g., in group chats and/or on [third-party content-sharing websites](#), such as Chegg, Course Hero, etc.). Both cheating and aiding in a breach of academic honesty are violations of York University's academic honesty policy.
- **Respect your course instructor(s):** Understand what your instructors are asking of you in class, as well as on assignments, tests and/or exams. If you are unsure, ask your professor or teaching assistant. They are committed to making you feel supported and want to assess you fairly and with integrity. Please do not submit the same piece of work for more than one course without your instructor's permission. That can be considered an act of cheating.
- **Respect yourself:** When you act with integrity, you know that your work is yours and yours alone. You do not allow others to take tests for you. [You do not buy or otherwise obtain term papers or assignments](#). You do the work. As a result, you know that you *earned* the grades that you receive, so you can be proud of your York degree. By acting with integrity in your course work, you are also practising a valuable professional skill that is important in all workplaces.
- **Take responsibility:** If you have acted in an academically dishonest way, you can demonstrate courage and take responsibility for your mistake. You can admit your mistake to your course instructor as soon as possible.

Students who engage in academic dishonesty can be subject to disciplinary action under the [Senate Policy on Academic Honesty](#). Your lack of familiarity with the Senate Policy does not constitute a defense against its application. Some academic offences can also constitute offences under the [Criminal Code of Canada](#), which means that you may also be subject to criminal charges.

Using Generative Artificial Intelligence in this Course

Students are not permitted to use generative artificial intelligence (AI) in this course. Submitting any work created through the use of generative AI tools will be considered a violation of York University's Senate Policy on Academic Honesty. If you do not know whether an online resource or tool can be used in this course, please contact your instructor for guidance. For more information, please review AI Technology & Academic Integrity: Information for Students.

Accessibility

While all individuals are expected to satisfy the requirements of their program of study and to aspire to achieve excellence, the University recognizes that persons with disabilities may require reasonable accommodation to enable them to perform at their best. The University encourages students with disabilities to register with [Student Accessibility Services](#) to discuss their accommodation needs as early as possible in the term to establish the recommended academic accommodations that will be communicated to Course Directors through their Letter of Accommodation (LOA).

Please let your instructor know as early as possible in the term if you anticipate requiring academic accommodation so that we can discuss how to consider your accommodation needs within the context of this course. Sufficient notice is needed so that reasonable steps for accommodation can be discussed. Accommodations for tests/exams normally require three (3) weeks (or 21 days) before the scheduled test/exam to arrange.

Religious Observance Accommodation

York University is committed to respecting the religious beliefs and practices of all members of the community, and making reasonable and appropriate [accommodations to adherents for observances of special significance](#). Should any of the dates specified in this syllabus for course examinations, tests, or deadlines conflict with a date of religious significance, please contact the instructor within the first three (3) weeks of class. If the date falls within the formal examination periods, you must complete and submit a [Religious Accommodation for Examination Form](#) at least three (3) weeks before the start of the exam period.

Intellectual Property

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian copyright law. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's [*Code of Student Rights and Responsibilities*](#), the [*Senate Policy on Academic Honesty*](#), and/or legal consequences for copyright violations.

Student Conduct in the Learning Environment

York University is committed to fostering teaching and learning environments that are free of disruptive and/or harassing behaviour, are physically safe, and conducive to effective teaching and learning. Students and instructors are expected to maintain a professional relationship characterized by courtesy, civility, and mutual respect and to refrain from actions disruptive to such a relationship. Individuals who fail to adhere to such standards and who violate University or public law may be subject to disciplinary action by the University.

For more information, see the policies on [*Disruptive and/or Harassing Behaviour in Academic Situations*](#) and [*Student Conduct and Responsibilities*](#), as well as the [*Code of Student Rights & Responsibilities*](#).

Netiquette for eClass and Online Learning

Students and instructors have a joint responsibility to create and maintain a welcoming and inclusive learning environment. All students are expected to conduct themselves in accordance with the [*Code of Student Rights and Responsibilities*](#). Please review and familiarize yourself with behaviours that support "netiquette" in virtual classrooms by consulting the [*Student Guide to eLearning*](#).

Student Notice of Recording for Online Teaching and Learning

Activities for this course involve recording, in partial fulfillment of the course learning outcomes. Images, audio, text/chat messaging that have been recorded may be used and/or made available by the University to students enrolled in the course and those supporting the course for the purpose of materials review, for assessment, etc.

Recordings will be managed according to the University's Common Record Schedule and will be securely destroyed when no longer needed by the University. Your personal information is protected in accordance with York University's [Guidelines on Access to Student Records and Protection of Privacy](#) and the [Freedom of Information and Protection of Privacy Act](#). Access to online materials, including recordings or live meetings, is subject to York University's [Senate Policy on Computing and Information Technology Facilities](#).

The University will use reasonable means to protect the security and confidentiality of the recorded information, but cannot provide a guarantee of such due to factors beyond the University's control, such as recordings being forwarded, copied, intercepted, circulated, disclosed, or stored without the University's knowledge or permission, or the introduction of malware into computer system which could potentially damage or disrupt the computer, networks, and security settings. The University is not responsible for connectivity/technical difficulties or loss of data associated with your hardware, software, or Internet connection.

By engaging in course activities that involve recording, you are consenting to the use of your appearance, image, text/chat messaging, and voice and/or likeness in the manner and under the conditions specified herein. In the case of a live stream recording, if you choose not to have your image or audio recorded, you may disable the audio and video functionality. If you choose to participate using a pseudonym instead of your real name, you must disclose the pseudonym to your instructor in advance to facilitate class participation.

You are not permitted to disclose the link to/URL of an event or an event session recording or copies of recording to anyone, for any reason. Recordings are available only to authorized individuals who have been directly provided the above instructions/link for their use. Recordings for personal use, required to facilitate your learning and preparation of personal course/lecture notes, may not be shared with others without the permission of the instructor or event coordinator, and may not be published, posted, linked to, or otherwise made available online, including on social media feeds, even if those feeds are private.

Hyflex Course Policy

[This section applies only to HYFLX courses.]

Hyflex sessions are digitally transmitted and may be recorded to support teaching and learning in the classroom. As a result, York University may collect your image, voice, name, personal views and opinions, and course work under the authority of The York University Act, 1965, and for use in related educational purposes. Students who participate in a Hyflex session are consenting to have their video or image transmitted

and/or recorded. In addition, students who participate orally are consenting to have their voices, personal views and opinions transmitted and/or recorded. If you have concerns regarding the digital transmission or recording of your image or voice, please communicate with your instructor; you may be referred to the Associate Dean or Information and Privacy Office. Students are not permitted to use any third-party software or application to record a transmitted Hyflex session.

Recordings of Hyflex course sessions will be retained along with other posted course materials in accordance with York's Common Record Schedule. Access to any recordings should be limited to the instructor, the TA(s), and the students enrolled in the course. Instructors, TA(s) and students may not post, share, or otherwise publish recorded materials outside of the Hyflex course. Student access will be removed following the end of each term. Instructors are not to keep a copy of the recorded Hyflex session or store a copy locally on their own device or in a cloud-based service other than eClass. Recordings that include student images or audio may not be used for a subsequent offering of the course.

As always, if you have any questions about the collection or use of your personal information, please contact your instructor or the Privacy Office at info.privacy@yorku.ca.

Student Support and Resources

To help you succeed academically, York University offers a wide range of resources and services. Everything from writing workshops and peer mentorship to wellness support and career guidance is available to fulfill our LA&PS students' needs. Explore the links below to access these on-campus resources:

- [Academic Advising](#) is available to provide students support and guidance in making academic decisions and goals.
- [Student Accessibility Services](#) are available for support and accessibility accommodation when required.
- [Student Counselling, Health & Wellbeing](#) offers workshops, resources, and counselling to support your academic success.
- [Peer-Assisted Study Sessions \(PASS\) Program](#) provides student study sessions for students to collaborate and enhance their understanding of course content in certain courses.
- [Student Numeracy Assistance Centre at Keele \(SNACK\)](#) supports students in courses involving math, stats, and Excel.
- [The Writing Centre](#) provides multiple avenues of writing-based support including drop-in sessions, one-to-one appointments, a Multilingual Studio, and an Accessibility Specialist.

- [ESL Open Learning Centre \(OLC\)](#) supports students with building proficiency in reading, writing, and speaking English.
- [Learning Skills Services](#) provides tips for time management, effective study and learning habits, keeping up with coursework, and other learning-related supports.
- [Learning Commons](#) provides links to supports for time management, writing, study skills, preparing for exams, and other learning-related resources.
- [Roadmap to Student Success](#) provides students with timely and targeted resources to help them achieve academic, personal, and professional success.
- [Office of Student Community Relations \(OSCR\)](#) is responsible for administering the [Code of Student Rights & Responsibilities](#) and provides critical incident support.
- [goSAFE](#) is staffed by York students and can accompany York community members to and from any on-campus location, such as the Village Shuttle pick-up hub, parking lots, bus stops, or residences.

For a full list of academic, wellness, and campus resources visit [Student Support & Resources](#).