

Managerial Cost Accounting and Analysis

AP/ADMS3510 3.0

Fall 2025

[Updated December 15, 2025]

Course Information

Instructors & Email: Please see below.

Course eClass site: <https://eclass.yorku.ca/>

Class Locations: Please see below

Course Time & Days: Please see below

Teaching Team and Tutorials or Labs

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

Class time, location and instructor	Section	Day	Meeting Time	Location	Course Director
	N	Wednesday	7:00pm-10:00pm	SLH E	Jamieson Alcorn Kwan Ho Fok
	O	Wednesday	2:30pm-5:30pm	ONCA*	Roberto Umana

*ONCA section – please read:

- Test-taking will take place in-person on the scheduled dates.
- It is important to ensure you keep on top of the announcements posted on eClass.

	Section	Email**
Instructor	<i>**Please include "ADMS3510" + "Section Letter" at the beginning of your email subject line</i>	
Contact	Jamieson Aldcorn	aldcornj@yorku.ca
Info	Kwan Ho Fok	kwanhof@yorku.ca
	Roberto Umana	umana@yorku.ca

Tutorial time and location	Day	Time	Location
	N/A	N/A	eClass Recording

Pre-requisites	AP/ADMS 2510 3.0, and AP/ECON 1010 3.0
Required Course Materials	<p>Students who do not fulfill the pre-requisite requirements will be deenrolled from the course during any point of the term once the Registrar’s Office detects the missing pre-requisite(s). Students are solely responsible for financial loss or any other losses as a result of deenrolment due to lack of prerequisites.</p> <p>Required text for this course.</p> <p>Custom Connect Online Access: Cost Management & Cost Accounting</p> <p><u>Purchase Options</u></p> <ol style="list-style-type: none"> 1. Connect eBook + Assignments [est. \$109*; ISBNs: 9781264934416] (540 Day Access) 2. Connect eBookless (Assignments only without eBook) [est. \$65*; ISBNs: 9781264852475] (180 Day Access) <p>*Please visit the YorkU Bookstore for the most up to date pricing. Estimate does not include tax or any applicable fees, i.e., delivery.</p>

Required Course Materials Cont'd	<p>Connect license is required to complete the online assignments and data analytics labs.</p> <p>Students can purchase Connect Access Codes through the YorkU Bookstore or online when they register in their Connect Course (see Connect Registration Instructions). Students have access to Connect for 1-year from when they register using a license purchased from the YorkU Bookstore.</p> <p>Order digital through the YorkU eBook module: https://www.bookstore.yorku.ca/sell_access_codes.asp</p> <p>Digital options are also listed under the regular course lookup module, which give the entire picture of what's available for each class https://www.bookstore.yorku.ca/buy_textbooks.asp</p>
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Land Acknowledgment

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that Page 3 of 23 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
<https://www.yorku.ca/laps/land-acknowledgement/>

IMPORTANT INFORMATION BEFORE YOU DECIDE TO ENROLL

Note 1

This course outline has been designed to provide you in advance with detailed guidance for the course. It represents a contract between you as a student and the Course Director, and there should be no deviations from these rules by either party. There will be no exceptions to assignment requirements, examination dates, and grade weighting. You should keep this document handy for reference throughout the course.

Note 2

If you cannot make your scheduled section time due to a conflict, you may attend another section. However, you must write your examinations in your assigned section.

Note 3

From the beginning of the term, you should keep in mind the due dates for course deliverables. The schedule of due dates is listed in this course outline under section headings: Weekly Class Schedule, Connect Assignments Schedule, Data Analytics Lab Schedule and Case Submission Schedule. The weights from these deliverables cannot be transferred to a midterm examination and/or the final examination. **There is no extended deadline for missed deliverables.**

ENROLMENT DEADLINE

All sections for this course normally fill months in advance so early registration is important. If you did not get into the course before classes start, your chances of successfully enrolling are very slim. However, by contacting apsas@yorku.ca you can request your name be added to a list that is maintained with the only purpose of estimating the unsatisfied demand for 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 the early dates of assessments, no registration is permitted after the "last date to enroll without permission."

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

<https://registrar.yorku.ca/enrol/dates/2025-2026/fall-winter>

COURSE OVERVIEW

Course Description

ADMS3510 is a course based on theories and techniques of cost accounting and managerial accounting. Emphasis will be placed on using cost accounting and data analytics techniques for purposes of (a) planning and control, b) performance management, and (c) strategic data-driven decision making.

Course Learning Objectives

The overall objectives of the course are to:

1. Meet the academic requirements of an honours level course as part of a business degree program at university;
2. Meet requirements to be counted by CPA Ontario towards professional certification; and
3. Prepare students to commence their professional careers.

In particular, this course aims to:

1. Help students learn to gather and develop information.
2. Help students learn to draw conclusions and form opinions from a set of data.
3. Help students to develop integrative thinking through case writing and data analytics.
4. Introduce students to an entity's strategic plan and its planning process.
5. Assist students in understanding how to evaluate the entity's performance management and the internal reporting systems.
6. Introduce students to the concept of the entity's risk management process.
7. Help students understand and be able to identify management information sources and needs.
8. Assist students in understanding how to prepare an entity's budget and how to relate this to the entity's planning process.

COURSE FORMAT AND ORGANIZATION

Course Evaluation

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well she or he has command of the course materials.

Connect Assignments	Refer to Connect Schedule	5%
Case Submissions	Refer to Case Submission Schedule	10%
Data Analytics Labs/Assignment	Refer to Data Analytics Lab Schedule	20%
Midterm Test 1**	Fri Jan 30 at 7pm-9:30pm	15%
Midterm Test2**	Fri Mar 6 at 7pm-10pm	20%
Final Examination (cumulative)	Final Exam Period	30%
Total		100%

**Logistics will be posted on the course eClass website closer to the midterm date.

Midterm alternative sitting time (by permission; for religious accommodation/conflicts with scheduled sitting)

Midterm 1: Friday, January 30 at 10am-12:30pm

Midterm 2: Friday, March 6 at 10am-1pm

The above alternative midterms sitting times are available for students who are unable to attend the regular scheduled midterm sitting. Permission must be obtained. Please see instructions posted to eClass on how to apply to write during an alternative sitting.

Lectures

Attending class lectures is essential to help you better understand class materials and provide you chances to ask Course Directors course-related questions face to face.

Connect Assignments (5%)

Please carefully read Connect step by step registration instructions.

The Connect Assignment is part of your course work and is in Connect. It is an adaptive learning tool that pinpoints critical concepts you need to learn and maps out a personalized study plan to ensure success. The purpose of Connect Assignment is to help you review and self-assess your understanding of key management accounting concepts covered in your prerequisite management accounting course.

The due dates are specified in this course outline document. Each assignment is due at **11:59 pm** on the due date which cannot be extended.

Connect Assignments may include end-of-chapter multiple choices, worksheet questions, and algorithmic questions. Students are allowed 3 attempts to finish each assignment. **Only your best score will be recorded/counted when exporting the Connect Assignment grades.** There is no time limit for each attempt. Students can work on these assignments over time and their work and progress will be saved. Student's lowest score of the assignments will be dropped when calculating the final grade.

Feedback will only be provided after the due date for each Connect Assignment has passed. To access the available feedback after the due date has passed, please follow the steps below:

1. Click "See Report" next to any submitted assignment
2. On the next screen, find the assignment for which you would like to view feedback
3. Click into your final attempt
4. You should see each question with detailed feedback

Note: Students who complete less than 3 attempts may need to wait a few days for the feedback report to appear. Students who complete all 3 attempts or score 100% on one of the attempts can access the feedback immediately after the due date has passed. It is recommended for students to complete all 3 attempts.

This course incorporates integrative thinking using cases and data analytics frameworks. The Connect Assignments are important to complete as this course builds on the management accounting concepts covered in your prerequisite management accounting course and incorporate them into more advanced case and data analysis.

Case Submissions (10%)

Submissions will be assigned via eClass on a weekly basis beginning week of Class 5 or 6. These will be evaluated primarily for completeness, accuracy, and effort. Please see eClass for details.

Data Analytics Labs/Assignment (20%)

Five individual labs (5%) will be assigned via eClass based on weekly class schedule. These will be evaluated primarily for completeness, accuracy, and effort. Student's lowest score of the 5 individual labs will be dropped when calculating the final grade.

One group lab (15%) will be introduced during Class 10 and to be submitted before Class 12. Details will be discussed in class. Students will be given a comprehensive business case with datasets. Students are required to apply the data analytics framework and techniques learned in class to analyze and advise on a business problem.

Midterm Tests (35% total; Midterm#1: 15% and Midterm#2: 20%)

The midterm tests in ADMS3510 are scheduled outside of scheduled lecture times. Logistics will be communicated via eClass. Midterm tests will consist of 4-6 questions. You should not take this course if you are unable to attend the midterm tests.

Important: Once a test begins, you are considered a sitting writer (your assessment will be marked, and your grade recorded). Your midterm grade is not eligible to be transferred or reweighted due to poor performance, or if you choose to not continue to write or leave early. For in-person assessments, students are not permitted to leave the test location during the first 30 minutes and last 15 minutes of the test. Students who arrive more than 30 minutes late for the midterm test will not be allowed to write. You must sign in and out of the test location.

If you are unable to attend the regular midterm sitting, then you should plan to write at the alternative sitting time, typically earlier on the same day or the day before. To do so, please complete instructions posted to eClass by the stated deadline. Students will not be allowed to write at alternative midterm sitting unless they follow the process posted on eClass.

Please remember to bring your valid YorkU Student ID, which is required.

As noted on the <https://www.yorku.ca/yucard/>, a Driver's License is no longer an acceptable form of identification for assessments. Students must present photo identification at each assessment. The following forms will be accepted: a) physical/mobile YU-card with a photo; b) physical/mobile YU-card without a photo plus valid passport; c) A valid physical passport.

If you miss a midterm test, there is no make-up test. The full weight of the midterms test can be transferred to the Final Exam. If both midterms are missed, the Final Exam will be 65%. There is no possibility to defer a midterm to a subsequent term. The Final Page 8 of 23 Exam can be a maximum of 65% of the course. Please refer to policies and procedures for missed exams under University Regulations and Procedures for more information. There are no exceptions to this policy under any circumstances.

Tutorial Sessions

Links for the tutorial videos will be posted to the course eClass site. Tutorials are not mandatory. Tutorials are designed to cover additional problems and exercises. The tutorial will go through textbook problems and offer extra practice. You have the flexibility and option of learning the course material by following the video recordings posted on eClass. It is recommended to watch the tutorial recordings to help enhance your understanding of the course contents.

Practice Problems

There are lots of practice problems and solutions in your textbook. As you will be tested with questions comparable to exercises and problems from assigned textbook chapters, all textbook exercises and problems are good practice for the midterm and final examinations. The formula for success in a "problems" course such as accounting is always to work through as many exercises and problems as time permits. Whenever a student asks their Course Director how to improve their grade, the automatic answer is to work more exercises and problems. You are expected to spend a substantial amount of time on problems. For problems you are still confused after understanding textbook materials and reviewing solutions, you could seek help by asking your Course Director. Please note that the number of posted textbook solutions is limited to those that the course has consent from the publisher to provide.

Final Examination (30%)

The final exam is scheduled by the York University Registrar Office for the formal examination period, and thus the date of the final exam is not known when this course outline is issued. **You should not book travel plans during this period.** Exact date, time and location are published by week 10. Consult the York University website for official timetable information. You will not be allowed to write the exam if you are more than 30 minutes late.

If for any reason you will have to miss the final exam, you need to submit a formal request to the school (not to the Course Director) by following procedures specified in the “University Regulations and Procedures” section of this course outline, before the stated deadline.

Bonus Mark (1%)

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

Technical Requirements

This course has an extensive computer interface, and you will need access to a multimedia computer with a high-speed Internet connection. **You may be required to bring and your own laptop for in-class labs and to write your assessments.** Software that may be used in this course include Excel, Word, PowerPoint and PowerBI. Microsoft 365 is available to all York University students for home and personal computers. Microsoft 365 includes Word, Excel, PowerPoint, and PowerBI. It will work on any device or system running a current version of a supported browser (Chrome, Firefox, Edge). For more information, please refer to the Microsoft365 section under the <https://www.yorku.ca/uit/student-services/software-and-apps/> page of University Information Technology (UIT) Student Services.

The most recent versions of Adobe Reader and Apple QuickTime or VLC Media Player are required to view course materials, available by free download from www.adobe.com, www.quicktime.com, and www.videolan.org, 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.

<http://www.adobe.com/>

<http://www.quicktime.com/>

<http://www.videolan.org/>

Several platforms may be used in this course (e.g., eClass, Zoom, etc.) through which students will interact with the course materials, the Course Directors, as well as with one another.

Students shall note the following when using Zoom:

- 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.
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- 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:

<https://lthelp.yorku.ca/student-guide-to-eClass>

<https://staff.computing.yorku.ca/wp-content/uploads/sites/3/2020/03/Zoom@YorkU-Best-Practicesv2.pdf>

<http://staff.computing.yorku.ca/wp-content/uploads/sites/3/2012/02/Zoom@YorkU-User-Reference-Guide.pdf>

<https://student.computing.yorku.ca/>

<https://students.yorku.ca/technology-protocol-for-students>

To determine Internet connection and speed, there are online tests, such as Speedtest, that can be run.

<https://www.speedtest.net/>

If you need technical assistance, please consult the University Information Technology (UIT) Student Services web page.

<https://www.yorku.ca/uit/student-services/>

For more specific assistance, please write to

askit@yorku.ca

Contact Information

All computing issues - contact: <mailto:helpdesk@yorku.ca>

All administrative questions, textbook materials, and chapter problems – contact the Course Director. Course Directors answer all administrative questions and questions related to the textbook materials and end-of-chapter questions. If you want help with a problem, please email it to your Course Director. It is important that your email be properly labeled and show the calculations you have made. Make sure you send your message from your yorku.ca email account. For security reasons, we might not respond to Gmail/Hotmail etc. Make sure to include your name, student number, and section number in all your emails. This course has many students, it is important for you to follow the email protocol. Messages that do not follow the above email protocol might be returned to you asking for re-submission or might be recognized as junk mail and will not be addressed.

When do I contact the Course or Area Coordinator?

Email the Course or Area Coordinator if you do not hear from the email sent to the Course Director within 72 hours (excluding weekends and holidays), or if you feel your questions/concerns are not properly addressed by the Course Director.

Course Website

All course materials are contained on the eClass website under the course code ADMS3510. The website has restricted access; you will have to log in with your York Passport account.

The website contains:

- This course outline
- Announcements on all important matters in the course. You should check these several times a week
- Lecture slides to print as course notes
- Examination information
- Solutions for a select number of exercises and problems from the textbook. Due to copyright requirements, not all solutions can be posted on the course website. If you would like to review solutions for exercises and problems not posted, you need to email your Course Director and share your attempt. Your attempted solutions will be used to provide guidance on solving the problem.

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

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. 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 Page 12 of 23 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, Course Directors 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:

<https://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

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:

<https://www.yorku.ca/secretariat/policies/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). Nonacademic 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>

How to Use Citations

Here are some examples of citation format students should use along with the available resources to support research and citation:

- <https://spark.library.yorku.ca/>
- <https://researchguides.library.yorku.ca/c.php?g=679413&p=5163379>
- <https://researchguides.library.yorku.ca/c.php?g=679413&p=5163379>
- <https://researchguides.library.yorku.ca/c.php?g=679413&p=5163379>
- <https://www.library.yorku.ca/web/ask-services/>
- <https://www.yorku.ca/laps/writing-centre/>
- <https://www.yorku.ca/laps/eslolc/>

Course Policies

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

- <https://oscr.students.yorku.ca/csrr>
- <https://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-with-disabilities-guidelines-procedures-and-definitions/>

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 Course Director 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 is a breach of academic honesty are violations of York University's academic honesty policy.
- **Respect your Course Director(s):** Understand what your Course Directors are asking of you in class, as well as on assignments, tests and/or exams. If you are unsure, ask your Course Director 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 Course Director'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 Director 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.

<https://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>
<https://laws-lois.justice.gc.ca/eng/acts/c-46/>

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 Course Director for guidance. For more information, please review AI Technology & Academic Integrity: Information for Students.

<https://www.yorku.ca/secretariat/policies/policies/academic-honesty-senate-policy-on/>
<https://www.yorku.ca/unit/vpacad/academic-integrity/ai-technology-academic-integrity/>

Turnitin

To promote academic integrity in this course, students will normally be required to submit their written assignments to Turnitin (via the course's eClass site) for a review of textual similarities 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. York students may opt out of using Turnitin. If you wish to opt out, you should contact your Course Director as soon as possible.

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).

<https://accessibility.students.yorku.ca/>

Please let your Course Director 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.

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 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 Course Director 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.

<https://www.yorku.ca/secretariat/policies/policies/academic-accommodation-for-students-religious-observances-policy-guidelines-and-procedures/>

<https://secure.students.yorku.ca/pdf/religious-accommodation-agreement-final-examinations.pdf>

Intellectual Property

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the Course Director 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 Course Director'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 thirdparty 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.

<https://www.yorku.ca/secretariat/policies/policies/code-of-student-rights-and-responsibilities-presidential-regulation/>

<https://www.yorku.ca/secretariat/policies/policies/academic-honesty-senate-policy-on/>

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 Course Directors 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.

<https://www.yorku.ca/secretariat/policies/policies/disruptive-andor-harassing-behaviour-in-academic-situations-senate-policy/>

<https://calendars.students.yorku.ca/2022-2023/student-conduct-and-responsibilities>

<https://oscr.students.yorku.ca/csrr>

Etiquette for eClass and Online Learning

Students and Course Directors 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 "etiquette" in virtual classrooms by consulting the Student Guide to eLearning.

<https://oscr.students.yorku.ca/student-conduct>

<https://students.yorku.ca/technology-protocol-for-students>

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.

<https://registrar.yorku.ca/index.php/privacy>

<https://www.ontario.ca/laws/statute/90f31#BK0>

<https://www.yorku.ca/secretariat/policies/policies/computing-and-information-technology-facilities-senate-policy/>

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 Course Director 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 Course Director 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

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 Course Director; 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 Course Director, the TA(s), and the students enrolled in the course. Course Directors, 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. Course Directors are not to keep a copy of the recorded Hyflex session or store a copy locally on their own device or in a cloudbased 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 Course Director or the Privacy Office at info.privacy@yorku.ca.

Health and Safety

All York students and Course Directors share responsibility for the safety and well-being of the community while on York's campuses. Please continue to check YUBetter Together for the latest information on health and safety.

<https://www.yorku.ca/bettertogether/>

UNIVERSITY REGULATIONS AND PROCEDURES

Missed Tests and Assignments (including midterm examinations)

If you miss a midterm test, the weight can be transferred to the Final Exam. An Attending Physician's Statement (APS) form is not required for missed midterm tests. If both midterms are missed, the Final Exam will be 65%. There is no possibility to defer a midterm to a subsequent term. It is not advised to miss both midterm tests. All other course related deliverables/assignments CANNOT be transferred to the Final Exam. The Final Exam can be a maximum of 65% of the course.

You could find the APS from the following link:

<https://myacademicrecord.students.yorku.ca/pdf/attending-physicians-statement.pdf?tab=3>

Concerns with Marking

If you have any concern with the marking of your work, contact your course director through email to have your concern addressed. Note, as there is a certain amount of judgment in marking, the entire exam or assignment may be re-marked, and the overall mark could go up, stay the same, or fall. Please note, if you wrote in pencil the midterm test may not be re-marked if the course director cannot decide if the writing is original.

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.

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.

IMPORTANT NOTE: *Any request for deferred standing on medical grounds must comply with University regulations. You would include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted. Students who submit a request in compliance with University regulation or 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.*

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.
<https://www.yorku.ca/laps/support/academic-advising/>

- Student Accessibility Services are available for support and accessibility accommodation when required.
<https://accessibility.students.yorku.ca/>
- Student Counselling, Health & Wellbeing offers workshops, resources, and counselling to support your academic success.
<https://counselling.students.yorku.ca/>
- Peer-Assisted Study Sessions (PASS) Program provides student study sessions for students to collaborate and enhance their understanding of course content in certain courses.
<https://www.yorku.ca/laps/support/pass-program/>
- Student Numeracy Assistance Centre at Keele (SNACK) supports students in courses involving math, stats, and Excel.
<https://www.yorku.ca/laps/snack/>
- 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.
<https://www.yorku.ca/laps/writing-centre/>
- ESL Open Learning Centre (OLC) supports students with building proficiency in reading, writing, and speaking English.
<https://www.yorku.ca/laps/eslolc/>
- Learning Skills Services provides tips for time management, effective study and learning habits, keeping up with coursework, and other learning-related supports.
<https://www.yorku.ca/scld/learning-skills/>
- Learning Commons provides links to supports for time management, writing, study skills, preparing for exams, and other learning-related resources.
<https://learningcommons.yorku.ca/>
- Roadmap to Student Success provides students with timely and targeted resources to help them achieve academic, personal, and professional success.
<https://www.yorku.ca/laps/roadmap-to-student-success/>
- Office of Student Community Relations (OSCR) is responsible for administering the Code of Student Rights & Responsibilities and provides critical incident support.
<https://oscr.students.yorku.ca/student-conduct>
<https://oscr.students.yorku.ca/csrr>
- goSAFE is staffed by York students and can accompany York community members to and from any on-campus location, such as the Village Shuttle pickup hub, parking lots, bus stops, or residences.
<https://www.yorku.ca/safety/gosafe/>

For a full list of academic, wellness, and campus resources visit Student Support & Resources.

<https://www.yorku.ca/laps/support/pass-program/>

Course Schedule: Weekly Readings and Activities

CONNECT REGISTRATION INSTRUCTIONS

Please refer to the PDF file named, Connect Policies and Registration, from eClass for detailed information.

Connect step by step registration instructions:

1. In your course website (eClass.yorku.ca), select the “Connect” link and click on the “MH Campus” link
2. Accept the Terms of Use
3. Click “Connect” below the image of your textbook
4. Enter in your email address at select “Find My Account” (whether you have a Connect account or not)
5. If **you have** a Connect account, you will be prompted to enter in your password and log in
- 6.

If **you do not have** a Connect account, select “Create a new Connect Account and Complete Your Registration”

7. Enter your 20-digit Connect registration code or purchase it online via the YorkU Bookstore
8. When registration is complete, click on “Go to Connect Now”
9. 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 by going to <https://mhedu.force.com/CXG/s/ContactUs>. You will be issued a case or reference number. Please keep for your records.
<https://mhedu.force.com/CXG/s/ContactUs>

ADMS3510 WEEKLY CLASS SCHEDULE (subject to revision)

A) Please bring your laptop to class.

(B) Please refer to Connect Assignment, Data Analytics (DA) Lab and Case Submission Schedules.

(C) Two books are referenced, C = Christ et al., and B = Blocher et al.

Class	Topic Starts	Topic	Readings (Christ et al.)	Assessment Due (day before class)	Questions
1	07-Jan	Management Accounting Concepts Review & Data Analytics (DA) Framework	Ch 1		C: P1.8, P1.10
2	14-Jan	Understanding Cost Data, Cost Accounting Systems & Data Analytics Workshop	Ch 2, and Appendix A&D		C: P2.8, P2.12 Appendix A&D B: 3-56, 3-57
3	21-Jan	Performance Measurement and Control	Ch 8	Assignment#1&2 DA Lab#1	C: P8.4, P8.8, P8.10 B: 19-50, 19-52
4	28-Jan	Indirect Cost Variances	Ch 10, 11	Assignment#3	C: P10.12, P10.14 P11.2, P11.8, P11.12 B: 14-26, 14-44, 14-52, 15-35, 15-38
	30-Jan	Common Midterm 1: Chapters 1, 2, 8, 10 and 11 Regular Sitting: Fri Jan 30 at 7pm-9:30pm Alternative Sitting (by permission): Fri Jan 30 at 10am-12:30pm			
5	04-Feb	Strategy and Balanced Scorecard & Case Writing Workshop	Ch 12	Assignment#4	C: P12.2, P12.4, P12.8
6	11-Feb	Capital Budgeting	Ch 14	Assignment#5 Case#1	C: P14.4, P14.8, P14.16 B: 12-28, 12-35
Feb 14-20: No Classes (Reading Week)					
7	25-Feb	Strategic Decision Making	Ch 13	Case#2 DA Lab#2	C: P13.4, P13.6, P13.14 B: 11-26, 11-30, 11-34
8	04-Mar	Strategic Data Analytics Workshop: CVP & Job Costing	Ch 3, 4	Case#3 DA Lab#3	C: P3.14, P3.16, P4.10, P4.14 B: 4-42, 9-36, 9-37, 9-46, 18-44
	06-Mar	Common Midterm 2: Chapters 12, 13, 14 and Case Analysis Regular Sitting: Fri Mar 6 at 7pm-9:30pm Alternative Sitting (by permission): Fri Mar 6 at 10am-12:30pm			
9	11-Mar	Strategic Data Analytics Workshop: ABC and Support Department Costs Allocation & Process Costing	Ch 5, 6, 7	Case#4 DA Lab#4	C: P5.10, P5.16 P6.8, P6.18, P7.2, P7.8 B: 5-28, 5-32, 6-37, 6-38, 7-28
10	18-Mar	Strategic Data Analytics Workshop: Data Visualization & Cost Variances	Ch 9, 10, and Appendix B&F	Case#5 DA Lab#5	C: P9.4, P9.6 10-26, 10-50
11	25-Mar	Data Analytics Captstone and Assignment			
12	01-Apr	Assignment Take Up and Review			
Apr 8-24		Final Examination, Comprehensive (all topics are examinable)			

Visit: <https://registrar.yorku.ca/enrol/dates/2025-2026/fall-winter>

for drop dates.

Connect Assignment Schedule (subject to revision)

Assignment Quizzes*			
Assignment#	Ch	Start Date	Due Date*
1	3	Jan 5	Jan 27
2	4	Jan 5	Jan 27
3	5	Jan 5	Jan 27
4	6	Jan 5	Feb 3
5	10	Jan 5	Feb 10

*Submissions due at 11:59pm

Case Submission Schedule (subject to revision)

Case Submission*		
Case#	Start Date	Due Date*
1	Feb 4	Feb 10
2	Feb 11	24-Feb
3	Feb 25	Mar 3
4	Mar 4	Mar 10
5	Mar 11	Mar 17

*Submissions due at 11:59pm

Data Analytics Lab Schedule (subject to revision)

Data Analytics Labs		
Lab#	Ch	Due Date*
1	8	Jan 21
2	13	Feb 25
3	3&4	Mar 4
4	5, 6 & 7	Mar 11
5	9, 10, Appendix B&F	Mar 18