Course Timetable Information is available from the Course Schedule at the York Course Website. Please ensure you print or note your Course Type, Day, Start Time, Duration, Location and Catalogue Number.

**Summer 2013 Course Outline**

<table>
<thead>
<tr>
<th>Section</th>
<th>Day</th>
<th>Time</th>
<th>Instructor</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Wednesday</td>
<td>7-10 pm</td>
<td>Lawrence Shum</td>
<td>TEL 0014</td>
</tr>
<tr>
<td>B</td>
<td>Thursday</td>
<td>7-10 pm</td>
<td>Lawrence Shum</td>
<td>R N203</td>
</tr>
</tbody>
</table>

**Contact Details:**
Professor: Lawrence Shum Email: adms3510@yahoo.ca
Teaching Assistant: Nadim Valiani, CMA Email: nvaliani@yorku.ca

**Calendar Description:**
This is a course in theories and techniques of cost accounting and management accounting. Emphasis is placed on cost accumulation for purposes of (a) asset valuation and income measurement, and (b) planning and control.

**Prerequisites:**
AP/ADMS 2320 3.00, AP/ADMS 2500 3.00, AP/ADMS 2510 3.00; AP/ECON 1000 3.00, AP/ECON 1010 3.00.
PRIOR TO FALL 2009: Prerequisites: AK/ADMS 2320 3.00 or AK/ADMS 3320 3.00 (prior to Summer 2005), AK/ADMS 2500 3.00, AK/ADMS 2510 3.00; AK/ECON 1000 3.00, AK/ECON 1010 3.00. Course credit exclusion: AK/ADMS 3510 3.00.

**Notes:**
Students may not register or continue in this course without completion of the prerequisites (the following grades do not represent successful completion of a course: E; F; FD; DEF; Deferred Standing). Any student with prerequisite or course-enrolment issues should contact the School of Administrative Studies (Room #282, Atkinson Building; phone: 416-736 5210, fax: 416-736 5963, or e-mail: apsas@yorku.ca) to resolve any concerns prior to attending any classes. Your
professor is not authorized to waive prerequisite requirements or register/transfer you into a course section.

AP/ADMS 2510.03: Introduction to Management Accounting is a prerequisite to this course. It is expected that students are familiar with the materials covered in that course. These include the following topics, and students are advised to review the materials if they are unsure of them: cost terms, purposes and flows; cost-volume-profit model and analysis; costing systems, job costing, process costing, standard costing, activity-based costing and inventory-costing methods; cost behaviour, cost allocation, and relevant costs; budgeting, flexible budgets and variances; responsibility accounting, decentralized operations, transfer pricing, and performance measurement.

**Required Course Text / Readings:**

1) **Horngren, Datar, Foster, Rajan, Ittner, Gowing, Janz**  
Cost Accounting: A Managerial Emphasis  
ISBN: 0-13-259500-1 or the revised version available in certain locations outside York Bookstore.

The official textbook for the course is the 6th Edition and all classroom activity will be conducted based on the official textbook as well as any online postings of course materials. This is a very time-intensive course, so we emphasize to you that, to assist in your successful completion of the course, students would be most efficient in their studies by utilizing the 6th Edition. A copy of the current textbooks and related student solution manual has been placed on reserve in the Schulich School of Business library. There are no resources available for previous editions.


2) **Sprakman**  
Current Trends and Traditions in Management Accounting Case Analysis  
The selected cases are also available as an e-book. Follow the instructions posted at the course website or enquire in the bookstore.

**Expanded Course Description: Organization of the Course:**  
This is a course in theories and techniques of cost accounting and management accounting. Emphasis is placed on cost accumulation for purposes of a) asset valuation and income measurement, and b) planning and control.
As a second course in management accounting, students expand their knowledge and understanding of management-accounting techniques that were developed in the introductory course in management accounting. This course builds on the foundations of managerial accounting that have been introduced in AP/ADMS 2510.03: Introduction to Management Accounting (or its equivalent) and expands in several ways:

- Firstly, all topics are studied through the use of integrated cases.
- Secondly, each of the topics is studied using a higher level of statistical and mathematical analysis.
- Thirdly, the topics are augmented with a detailed study of activity-based costing and activity-based management techniques.
- Fourthly, each of the topics is studied by the student in great depth.
- With the management-accounting techniques from AP/ADMS 2510.03 and those learned in this course, students will apply these techniques with cases for planning, controlling and decision-making purposes. This course requires students to challenge their knowledge and understanding of management accounting with integrated case analyses.

**Schedule**

There are two mid-term tests, each counting as 20% towards the overall grade, and a group case submission which counts for 15%. Class participation counts for 10%.

The common final examination will be three hours in length for 35% and will cover all topics studied in the course. It will include analytical problems and a case and will be scheduled by the registrar.

**Final Examination:**
**Date:** Between August 6 to 16, 2013  
**Location:** TBA (see Announcements section of your website)

**Tutorial Sessions:**
On the Saturday prior to the mid-term test, there may be a tutorial session which is not mandatory. If a tutorial session is offered in the term, the details will be posted at the course website. Tutorial sessions are unstructured as there is no prepared agenda and the T/As are there simply to help you with any questions you have on accounting theory, study techniques, practice problems, and the term project. The best feature of these tutorials is that, if you wish to get extra help, you are invited to attend the sessions offered. Our 3510 T/As are professional accountants who are delighted to assist you.
<table>
<thead>
<tr>
<th>Week</th>
<th>Class Dates</th>
<th>In-Class Topics</th>
<th>Reading Material (Book Chapter)</th>
<th>Cases for In-Class Discussions</th>
</tr>
</thead>
<tbody>
<tr>
<td>00</td>
<td>May 8/9</td>
<td>Diagnostic Quiz – Online</td>
<td>All prerequisite materials</td>
<td>Horngren: Case 2-45, p. 62 Sprakman: Section 1, pp. 3~36</td>
</tr>
<tr>
<td>01</td>
<td>A: May 15  &lt;br&gt; B: May 16</td>
<td>Accountant’s Vital Role &amp; Case Approach</td>
<td>1, 2</td>
<td>Sprakman: Case 7 - Coffee Maker Supreme</td>
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<td>Sprakman: Case 17 - French Oven Restaurants</td>
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<td>Sprakman: Case 8 - Consolidated Pump</td>
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<td></td>
<td></td>
<td>Horngren: Case 12-37, p. 515</td>
</tr>
<tr>
<td>02</td>
<td>A: May 22  &lt;br&gt; B: May 23</td>
<td>Activity-Based Costing &amp; Process Costing</td>
<td>5, 17</td>
<td>Sprakman: Case 15 - Electronic Process Equipment</td>
</tr>
<tr>
<td>03</td>
<td>A: May 29  &lt;br&gt; B: May 30</td>
<td>Flexible Budgets, Variances, Controls</td>
<td>7, 8 (Omit Appendix 07)</td>
<td>Sprakman: Case 4 - Brights Lodging and Travel</td>
</tr>
<tr>
<td>04</td>
<td>A: Jun 5    &lt;br&gt; B: Jun 6</td>
<td>Revenue, Profitability Analysis</td>
<td>16</td>
<td>Sprakman: Case 13 - Dindal Air Conditioners</td>
</tr>
<tr>
<td>05</td>
<td>A: Jun 12   &lt;br&gt; B: Jun 13</td>
<td>Inventory Valuation &amp; Quantitative Analyses</td>
<td>9, 10 (Omit Appendix 10)</td>
<td>Sprakman: Case 23 - King Coal</td>
</tr>
<tr>
<td>06</td>
<td>A: Jun 19   &lt;br&gt; B: Jun 20</td>
<td>Mid-Term Test #1</td>
<td>Topics of classes 1 to 5</td>
<td>Sprakman: Case 34 - Wilcox Microwaves</td>
</tr>
<tr>
<td>07</td>
<td>A: Jun 26   &lt;br&gt; B: Jun 27</td>
<td>Relevant Costs &amp; Revenues, Pricing Decisions</td>
<td>11, 12</td>
<td>Sprakman: Case 34 - Wilcox Microwaves</td>
</tr>
<tr>
<td>08</td>
<td>A: Jul 3    &lt;br&gt; B: Jul 4</td>
<td>Cost Application &amp; Allocation</td>
<td>14, 15 (Omit Appendix 14)</td>
<td>Sprakman: Case 34 - Wilcox Microwaves</td>
</tr>
<tr>
<td>09</td>
<td>A: Jul 10   &lt;br&gt; B: Jul 11</td>
<td>Balanced Scorecard &amp; Theory of Constraints</td>
<td>13, 19</td>
<td>Sprakman: Case 13 - Dindal Air Conditioners</td>
</tr>
<tr>
<td>10</td>
<td>A: Jul 17   &lt;br&gt; B: Jul 18</td>
<td>Capital Budgeting</td>
<td>21, 22</td>
<td>Sprakman: Case 23 - King Coal</td>
</tr>
<tr>
<td>11</td>
<td>A: Jul 24   &lt;br&gt; B: Jul 25</td>
<td>Transfer Pricing, Performance Measurement</td>
<td>23, 24</td>
<td>Sprakman: Case 13 - Dindal Air Conditioners</td>
</tr>
<tr>
<td>12</td>
<td>A: Jul 31   &lt;br&gt; B: Aug 1</td>
<td>Spoilage, Rework, Scrap &amp; Inventory Cost Management</td>
<td>18, 20</td>
<td>Horngren: Case 18-47, p. 751</td>
</tr>
</tbody>
</table>

**Tuesday, July 2**<br>Group case due by 11:59 pm

**Saturday, July 20**<br>10 am to noon – Tutorial session to review material for mid-term 2 (Room: TBA)

**Sunday, July 21**<br>Mid-Term Test #2<br>Topics of classes 7 to 9 (Location: TBA)

**Final Examination – sometime between August 6 and 16**<br>(include all topics detailed in this course outline whether or not addressed in a class)
**Before Classes Start:**

Please review all material from your Introductory Management Accounting course (AP/ADMS 2510 or equivalent).

**Comprehensive Study Syllabus:**

In addition to the materials covered in the classroom, students are offered the following list of materials they could take up individually to consolidate their knowledge and prepare for the mid-term and final examinations.

**Weekly Self-Study Problems:**

**Week 1:**
- Problem 1-25, page 23: Professional Ethics and End-of-Year Actions
- Problem 1-26, page 24: Professional Ethics and Earnings Management
- Problem 2-37, page 59: Statement Preparation
- Problem 2-38, page 59: Statement Interpretation

**Week 2:**
- Problem 5-36, page 184: ABC – Department and Activity Cost Rates
- Problem 5-38, page 185: ABC – Product Cross-Subsidization
- Problem 17-40, page 716: FIFO Process-Costing Method

**Week 3:**
- Problem 7-38, page 290: Comprehensive Cost Variances
- Problem 7-40, page 291: Product Input Mix and Yield Variances
- Problem 8-33, page 332: Flexible Budgets
- Problem 8-40, page 336: Comprehensive Cost Variances

**Week 4:**
- Problem 16-24, page 665: Customer Profitability
- Problem 16-29, page 667: Variance Analysis – Multiple Products
- Problem 16-30, page 668: Market-Share and Market-Size Variances
- Problem 16-40, page 673: Revenue Allocation for Bundled Products

**Week 5:**
- Problem 9-28, page 375: Throughput
- Problem 9-34, page 378: Variable Costing versus Absorption Costing
- Problem 9-40, page 381: Variable Costing versus Absorption Costing
- Problem 10-23, page 421: High-Low Method versus Regression Analysis
Week 7:
Problem 11-31, page 464: Optimal Production Mix/Relevant Costs
Problem 11-34, page 466: Relevant Costs
Problem 12-29, page 511: Target Prices/Costs/ABC
Problem 12-35, page 514: Governance/Pricing Considerations

Week 8:
Problem 14-30, page 592: Support-Cost Allocation
Problem 15-34, page 628: Joint-Cost Allocation
Problem 15-35, page 628: Further-Processing Decision
Problem 15-39, page 629: Net Realizable Value

Week 9:
Problem 13-29, page 551: Governance/Balanced Scorecard
Problem 13-30, page 551: Balanced Scorecard and Strategy
Problem 19-37, page 794: Theory of Constraints/Sensitivity Analysis
Problem 19-42, page 797: Analysis of Quality

Week 10:
Problem 21-28, page 878: NPV Analysis
Problem 21-30, page 878: NPV and IRR Analysis
Problem 22-27, page 915: Equipment Replacement
Problem 22-28, page 915: Equipment Replacement/Tax Impact

Week 11:
Problem 23-30, page 956: Governance/Transfer Pricing
Problem 23-32, page 957: Transfer Pricing/Excess Capacity
Problem 24-32, page 998: ROI, RI, DuPont Method, Investment Decisions
Problem 24-34, page 999: Executive Compensation, Balanced Scorecard

Week 12:
Problem 18-30, page 745: Spoilage/Weighted Average
Problem 18-44, page 749: Governance/Spoilage
Problem 20-27, page 838: EOQ and Reorder Point
Problem 20-40, page 842: Supply-Chain Analysis

Course Learning Objectives:
Having successfully completed this course, students are expected to have attained the following learning objectives:
1: a comprehensive knowledge of cost-accounting terminology and techniques;
2: an ability to apply cost-accounting techniques to business cases;
3: an ability to present a case analysis in good form.
NOTE: During the semester, participants are required to write at least one of the mid-term tests and also be part of a group case submission, since the weight of the final examination shall not exceed 60% of the final grade. No Exceptions.

<table>
<thead>
<tr>
<th>Allocation of Marks:</th>
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</thead>
<tbody>
<tr>
<td>10% - Class participation</td>
</tr>
<tr>
<td>20% - Mid-term Test #1 (2 hours) – During the class of Week 6</td>
</tr>
<tr>
<td>20% - Mid-term Test #2 (2 hours) – July 21, 4-6 pm</td>
</tr>
<tr>
<td>15% - Group Case Study (max 10 pages)</td>
</tr>
<tr>
<td>35% - Final Examination (3 hours) – All topics covered in the course outline</td>
</tr>
</tbody>
</table>

Additional Information:

Class Participation:
To enhance the learning experience, students are expected to actively participate in the discussion of the scheduled cases in class. Students should review every discussion case before class. Up to 10% of the course marks will be awarded to students who can demonstrate their understanding of the issues raised in the discussion cases and their ability to advance their arguments convincingly.

Mid-Term Tests:
The mid-term tests will consist of problems comparable to those performed in class and recommended for this course, plus problems about any of the in-class case discussions. Students must write the mid-term tests in the section in which they are enrolled. Rooms cannot accommodate additional writers from other sections. If you miss a mid-term test, no make-up test is available. Instead, the weight of the missed test (at most one) will be automatically transferred to the final-examination weighting. With an attempt at a mid-term test, the weight of that mid-term test will no longer be eligible for transfer to the final-examination weighting. No exceptions.

Group Case Study:
The case study will be completed in groups of maximum 5 students from your class section only. Group formation and involvement is the sole responsibility of each student. Each group will submit its written report/solution for the case study at Moodle by **11:59 pm** on **Tuesday, July 2, 2013**. Late or individual submissions, or submissions from groups of more than 5 students will not be graded and will automatically get zero.
Case-Study Focus:
The cover page of the case report must indicate the title of the case, the date of preparation/submission, the names of the group members, and the AP/ADMS 3510 course section in which the members are enrolled.
The file name of the case-study submission will need to include the course code and section.
The written report will have a length of maximum 10 pages including the cover page, titles, charts and tables (text: 2.54 cm margins, 12-point Times New Roman font, and 1.5 line spacing) and can follow the guidelines set up by your professor and, if possible given the nature of the case, also have to:

- Review relevant facts to identify the symptoms and the underlying management-control issues.
- Identify the problem faced by the company or its management team (could be a trade off, a ‘how’-type question, a design or implementation issue, etc.).
- Review the history of the company or the division under analysis (only include those events that are relevant to the problem of the case).
- Perform an industry analysis to identify the position of the company or its divisions (strategic business units).
- Whenever possible, try to identify the strategy of the company or mention that it lacks any strategic orientation or intent.
- Perform a SWOT analysis in order to identify the distinctive capabilities (and align them with the strategy and industry competitive position).
- Review the management planning and control systems of the company. Do they help to implement and achieve the strategy? Are they related with the strategy and critical resources (distinctive capabilities)? Is there any way that they can be improved (to come up with ideas regarding this last issue, you can try a SWOT analysis of the control and planning systems)?
- Answer any/all specific questions indicated in the case. All answers and recommendations have to be supported by a clear reasoning.

Plagiarism:
Please note that while you may discuss group case requirements with classmates, each group must submit a personalized and unique solution. In each semester, several 3510 students are convicted of plagiarism for copying classmate’s materials or using purchased solutions from off-campus sources. Do not jeopardize your academic program by such foolish behaviour. Beware of the off-campus companies handing out notices on campus for assistance with your term project. If you buy a solution from them, you would end up with a zero in the course and a notation of academic dishonesty on your transcript. Please read and be familiar with York regulations on plagiarism. They are enforced scrupulously in this course. Copied solutions will be detected. This course uses sophisticated detection methods and you will be caught.
Deferred Final Exam:
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. In order to apply for deferred standing, students must register at http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf. Followed by handing in a completed DSA form and supporting documentation directly to the main office of the School of Administrative Studies (282 Atkinson) and add your ticket number to the DSA form. The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam. These requests will be considered on their merit and decisions will be made available by logging into the following link http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf. 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.

DSA Form: http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf
Attending Physician's Statement form:
http://www.yorku.ca/laps/council/students/documents/APS.pdf

The deferred examinations for the Summer 2013 term shall be held in the period September 27, 28 and 29, 2013.

OTHER IMPORTANT COURSE INFORMATION (UNIVERSITY REGULATION)

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 together with the teaching assistant. 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.

Grading Scheme and Feedback Policy
The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term Semesters, and 30% for ‘full year’ courses offered in the Fall/Winter Term Semester will be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions: Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading
schemes and academic feedback in the spirit of these regulations, as soon as possible. For more information on the Grading Scheme and Feedback Policy, please visit: http://www.yorku.ca/secretariat/policies/document.php?document=86

**Academic Honesty**
The School of Administrative Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards.

Suspected breaches of academic honesty will be investigated and charges shall be laid if reasonable and probable grounds exist.

Students should review the York Academic Honesty policy for themselves at: http://www.yorku.ca/secretariat/policies/document.php?document=69

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: http://www.yorku.ca/tutorial/academic_integrity/

Students must be aware of their rights and responsibilities, for more detail please visit: http://www.yorku.ca/laps/students/rights.html

**In-Class Tests and Exams - the 20% Rule**
For all Undergraduate courses, except those which regularly meet on Friday evening, on a weekend or are on-line, 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:

For further information on examination scheduling please refer to the following:
http://www.registrar.yorku.ca/enrol/dates/index.htm

When midterms will be held outside of regularly scheduled class time, included is an announcement of day, date and time in the weekly course schedule;

**Reappraisals**
Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work).

Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed.

Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed. For reappraisal procedures and information, please visit the Office of the Registrar site at:
Final course grades may be adjusted to conform to Program or Faculty grades distribution profiles.

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

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

Please alert the Course Director as soon as possible should you require special accommodation.

**Religious Accommodation**
York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit the referenced site below.

https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs

**Services for Mature and Part-time Students**
The Atkinson Centre for Mature and Part-time Students (ACMAPS) maintains and strengthens York University’s ongoing commitment to welcome and to serve the needs of mature and part-time students. For further information and assistance visit:

http://www.yorku.ca/acmaps