**York University**

**Faculty of Liberal Arts and Professional Studies**

**School of Administrative Studies**

**Fall 2019**

**AP/ADMS4900 3.0 F**

**Management Policy: Part 1**

**Term: Fall**

**Day: Thursdays**

**Time: 11:30 – 14:30**

**Location: HNE 036**

**Course Director: Prof. Jung-Chin Shen**

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**Phone: 736-2100 ext: 22494**

**Office Hours: Wednesday 15:00-16:00 RM AK 256 or by appointments**

**Start Date: Wednesday, Sep. 5, 2019**

**COURSE DESCRIPTION**

The Management Policy course is designed to expose students to the many facets of strategy which translated to why certain companies outperform their competition and gain sustainable competitive advantage. Strategy and policy identification, formulation, and evaluation are developed through lectures and case discussions. Emphasis is on the integration of Administrative Studies subject areas with which the student has previously become familiar; to provide a framework for the analysis of strategic problems of general management.

**COURSE OVERVIEW**

This course examines the challenges of the strategic management process - identifying, formulating, evaluating and implementing viable business strategies. The emphasis is on issues that affect the success of the entire organization. As such, we will view the firm as a whole, but we will draw upon, and integrate into our analysis, your understanding of the various functional areas of business and the external factors.

To increase your competence in managing the strategic process, extensive use of the case study method is employed. This allows us to practice business decision-making skills in simulated management roles. To maximize the learning experience, it is essential that all students be prepared to discuss the assigned cases. Therefore, student participation is essential for the success of this course.

In addition to learning about strategic concepts, you can expect to further develop your abilities in sizing up complex business situations and identifying the core problems or issues. You will have the opportunity to analyze qualitative and quantitative data, both internal and external to the firm, and assessing what implications it may hold for a firm's success.

Through the case studies, you will learn to identify and evaluate existing and alternative strategies and gain the confidence to recommend specific courses of action. Finally, you will gain an understanding of the issues involved in implementing a change in strategic direction, including addressing the issue of control.

**PREREQUISITES:**

Prerequisites: 78 credits including AP/ECON 1000 3.00; AP/ECON 1010 3.00 and six credits in management science. Course credit exclusion: None.

Students are personally responsible to ensure that they have the required prerequisites as stated in the course outline or in the course calendar. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

**REQUIRED TEXT(S)**

Jay Barney and William Hesterly, Strategic Management & Competitive Advantage: Concepts and Cases, 6th ed. Pearson.

Please order the following cases from Ivey Publishing, Ivey School of Business:

1. **Loblaw Companies Limited (Product Number: 9B04M082),**
2. **Majestica Hotel in Shanghai (Product Number: 9B05M035),**
3. **IMAX: Larger Than Life (Product Number: 9B09M019),**
4. **TLO Developers: Strategic Options (Product Number: 9B18M156),**
5. **Victoria Heavy Equipment Limited (Product Number: 9B08M037),**
6. **Vincor and the New World of Wine (Product Number: 9B04M001).**

Recommended readings:

The Economist; Fortune; Harvard Business Review; Sloan Management Review; California Management Review

**COURSE EVALUATION**

Midterm: 25%

Group Work:

- Session summary 5%

- Group case presentation 30%

Final Exam: 20%

Class Participation: 20%

**FORMAT OF THE COURSE**

Each session is of a three-hour duration. In the early stage of the course, the role of the instructor is as a lecturer to help students make sense of the material. As the time goes by, the role of the instructor will shift to facilitate class discussions. There are assigned chapters and a case in each session. In the first half of the session, we will mainly focus on the assigned chapters. In the second half of the session, we will focus on the cases and apply relevant theories to make sense of case situations. Moreover, this is a highly interactive course in which students are required to participate in **ALL** class activities and exercises.

**MID-TERM EXAM**

The mid-term exam is weighted 25% of your final grade. It is a close-book, 2-hour exam. The purpose is to examine your knowledge regarding the course materials (Chapters 1 to 6 and 8 mission-tw.com

in the text book) and the instructor’s lectures. The exam consists of two parts – multiple-choice questions and short essay questions.

**GROUP WORK**

This course puts great emphasis on group work (35%) since group work is a contemporary work design in the real business world. It is expected to have six groups in the class. Accordingly, students will form a group of approximate 5-6 members (names and student numbers of group members are to be submitted no later than Session 2), depending upon the size of the class. Please be advised that each group member is responsible for the group process and dynamics. Instructor will be involved in group issues only if necessary. In addition, students are not allowed to switch groups after the groups are formed.

There are two components of group work.

Session summary (5%): The purpose of this exercise to provide you with an opportunity to share the responsibility of class learning. Specifically, each group will take turns to summarize the lecture materials and discussion in the end of each session. Starting from Session 3 (after the formation of groups being finalized), the instructor will randomly ask one of groups to take the responsibility to orally summarize the lecture and discussion. The 5% will be evaluated based on the quality and completeness of the summary. The focus on your summary should be on what have been discussed in the lecture that are not on slides. Only group members who present at the time when the group is asked to do the summary will get the credits. In other words, group members who do not present in the class at that time will receive no credits for this component.

Group presentation (30%; where 25% for presentation and 5% for Q&As): The purpose of the group presentation is to help students to develop case analysis and presentation skills. Each group will be randomly assigned one of two cases. Each group, acting as a *consulting team*, will do the case analysis. On Sessions 10 and 11, each group will do a 40-minute presentation (30-minute presentation and 10-minute Q&As) to the class. There is no required format for the presentations. Clarity and creativity are keys. As you are assigned to a case, your analysis should be **limited** to the case materials. No additional research is necessary nor recommended. By one day prior to your presentation, your group is **required** to give the instructor the outline of your presentation (no required format).

**Words for the Presenting Groups for the Second Group Presentation**

Your presentation can be as creative as you’d like to. In the presentation, you basically need to cover the following topics.

1. Issue identification (what are the issues)

2. Issue analysis (why those are issues)

3. Recommendations/Solutions

4. Implementation/Action

Please let me know in advance if you need any equipment assistance.

**Words for Audience**

To be a good audience, you need to listen to the presentation closely and read the case material in advance. By doing so, you will find that you can learn a great deal from the presenting groups. You will be invited to ask any questions you may have. Keep in mind that your questions need to be constructive and relevant to the presentation and course materials.

**CLASS PARTICIPATION**

The quality of course is the responsibility of both the instructor and students. Class participation is essential for learning processes. Class participation is weighted 20% of your final grade. **Class participation is not about attendance, but rather your contribution to class discussion.** Thus, it is highly likely that students who attend the class each week without any participation record may fail this grade component.

Specifically, the course puts great emphasis on discussion of the course materials. Therefore, your input is greatly appreciated. Indeed, past students have pointed out that they gained great benefits from the class participation in ADMS 4900. In order to actively participate in discussions, you are recommended to read the materials in advance. Class participation is evaluated on a regular basis.

The instructor will evaluate students’ participation based on quantity and quality. Good quality participation is one that can stimulate in-depth, meaningful discussion. On the other hand, a repetitive comment or simply summary of the materials would be considered as the modest participation. If students have any difficulty in participating in discussion, they should contact the instructor as soon as possible to discuss how to help them to engage in the class discussion.

Your participation is evaluated on a regular basis, including lecture and case discussion, but the emphasis is on case discussion. There are 7 sessions (starting Session 2) in which students have opportunities to participate in class discussion. In each session, each student will get points according to his/her participation in both lecture and case discussions relative to the class average.

**FINAL EXAM**

Final exam, 20%, will be a close-book, 3-hour exam. Students are permitted to bring notes up to 10 pages. The exam is a case analysis in which students will be given a copy of a case at the exam and are required to apply ALL materials we discuss in the class to analyze the case and make recommendations.

**COURSE OUTLINE**

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| **Session 1**  **5, Sep** | Introduction Lecture 1: What is Strategy and the Strategic Management Process  Textbook: Ch. 1   * Strategic choices and process * Theories of profitability and one more   Course Expectation Administrative issues  Organizing group |
| **Session 2**  **12, Sep** | Lecture 2: Evaluating a Firm’s External Environment  Textbook: Ch. 2   * S-C-P model * Structural perspective   **Case: Loblaw Companies Limited**  **Submission of group memberships**  **Group number assignment** |
| **Session 3**  **19, Sep** | Lecture 3: Evaluating a Firm’s Internal Capabilities  Textbook: Ch. 3   * Resource-based view * VRIO framework   **Case: Majestica Hotel in Shanghai**  **Session summary: Group 1** |
| **Session 4**  **26, Sep** | Lecture 4: Business Level Strategy: Creating and Sustaining Competitive  Advantages  Textbook: Ch. 4 & 5   * Cost leadership * Product differentiation   **Case: IMAX: Larger Than Life**  **Session summary: Group 2** |
| **Session 5**  **3, Oct** | Lecture 5: Flexibilities and Options  Textbook: Ch. 6   * Strategic flexibilities * Real Options   **Case: TLO Developers: Strategic Options**  **Session summary: Group 3** |
| **Session 6**  **10, Oct** | Lecture 6: Collusion  Textbook: Ch. 7   * Diversification, Mergers and acquisitions, and Joint ventures   **Session summary: Group 4** |
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| **Session 7**  **19, Oct** | **Midterm**  Textbook: Ch. 1-7  Lectures: Session 1-7  Location to be announced. |
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| **Session 8**  **31, Oct** | Lecture 8: Corporate Strategy: Vertical Integration  Textbook: Ch. 8   * Transaction cost theory     **Case: Victoria Heavy Equipment Limited**  **Session summary: Group 5** |
| **Session 9**  **7, Nov** | Lecture 9: Corporate Diversification  Textbook: Ch. 9   * The value of diversification * Diversification and competitive advantage   **Case: Vincor and the New World of Wine**  **Session summary: Group 6** |
| **Session 11**  **14, Nov** | **Group presentations**  (Group 6, 5, 4) |
| **Session 12**  **21, Nov** | **Group presentations**  (Group 3, 2, 1) |
| **Session 13**  **28, Nov** | **Final Exam**  **Time and location to be announced**  **Close book; you can bring your notes up to 10 pages (A4 size, single-sided or 5 pages if double-sided)** |

**NOTE: THE INSTRUCTOR RESERVES THE RIGHT TO CHANGE THE SEQUENCE OF TEXT MATERIALS AND THE ASSIGNMENT OF CASES.**