

## Course Outline

### The Practice of General Management AP/ADMS 3900 M WINTER 2020

#### Course Director

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#### Course Description:

This course instructs students in the strategic analysis, planning and implementation for medium and large-sized businesses. Models explaining the integration of the functional areas are combined with strategic process models. Initial modes of instruction include lectures, exercises and case studies. In the second part of the course, student groups take part in a complex and comprehensive business simulation by designing, starting up and operating an enterprise for 6 years in competition with other student groups.

Please note that the online site contains multimedia lectures and other resources for the course. It is also required to attend class each week.

#### Prerequisites:

**Students must have completed 27 credits, or equivalent, within the administrative studies major.**

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 School of Administrative Studies will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites

**Course credit exclusion:** None.

**Note:** A computer and Internet access is required.

## Required Text(s):

Hoffman, R., Becker D., *Resort Simulation Participant's Manual*, Fourth Edition, Captus Press Inc., 2005.

Janice Edwards, *Mastering Strategic Management- 1st Canadian Edition*  
Open Access: <https://open.bccampus.ca/find-open-textbooks/?uuid=807b5297-67ba-4e65-8dc7-c871e6c633ac&contributor=&keyword=&subject=Management>

Dimock, H., *Making Work Groups Effective*, Captus Press.

Dimock, H., *How to Observe Your Group*, Fourth Edition, Captus Press.

**Photocopying more than 10% of a textbook is illegal, and may involve penalties. Do not duplicate textbooks or obtain these photocopies.**

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## COURSE CONTENT

**Readings and lectures to be Completed Prior to the Class starting with Week 2!**

### **Week 1 Introduction: The Practice of General Management**

- **Readings:** Mastering Strategic Management, Chapters 1,2
- **Activity:** Form groups
- **Online Lecture:** Unit 1

### **Week 2 Modes of Decision-Making & Group Dynamics**

- **Readings:** Mastering Strategic Management, Chapters 9.1, 9.2, 9.3, 10.4, *Making Work Groups Effective* (entire booklet)  
*How to Observe Your Group* (entire booklet)
- **Online Lectures:** Unit 3, 4
- **Activity:** Group exercise

### **Week 3 The Strategic Planning Process**

- **Readings:** Mastering Strategic Management, Chapters 3, 4, 5, 6, 8  
Resort Manual, Part I
- **Online Lecture:** Unit 2
- **Activity:** [Case Discussion](#) – second part of the case discussion presented by each group.

#### **Week 4 Description of the Resort Simulation**

- **Readings:** Resort Manual, Parts I, II, III
- **Activity:** Tutorial
- Link for Year 1 Strategic Plan Assignment (available after Week 4)

#### **Week 5 Quiz: On all assigned readings and lectures!**

- **Reading:** Resort Manual, Part V
- **Activity:** Quiz

#### **Week 6 First Year of Simulation & Strategic Control**

- **Readings:** Mastering Strategic Management, Chapter 9.4  
Chapter 8; Resort Manual, Part IV
- **Online Lecture:** Unit 5
- **Submissions (check [Submission Schedule](#)):** Strategic Plan Report for First Year, 2 sets of group observation forms, Strategic Control Exercise form  
Grading and comments on Strategic Plan available within 7 days  
Yearly Strategic Decisions submitted online in advance (the day before class by no later than 4 PM)
- **Activity:** Submit Strategic Control Exercise (groups to post the contents of their forms on the blackboard)

#### **Week 7 Feedback on First Year Strategic Plan Report**

- **Tutorial:** Questions and answers concerning the assessment of first year strategic plan report

#### **Week 8 Second Year of Simulation and Class Presentations**

- **Submission:** Second Year Strategic Plan report plus group observation forms  
Yearly Strategic Decisions submitted online in advance
- **Activity:** First Report to Shareholders covering Years 1 and 2 results but focusing on Year 2

### **Week 9 Third Year of Simulation**

- **Submission:** Group observation forms  
Yearly Strategic Decisions submitted online in advance
- **Tutorial:** Questions and answers concerning the assessment of second year strategic plan report

### **Week 10 Fourth Year of Simulation and Strategic Planning for a Mature Mission**

- **Submission:** Group observation forms  
Yearly Strategic Decisions submitted online in advance
- **Activities:** Submit brief list for strategic planning for a mature mission lecture (see [Mature Mission Questionnaire](#))  
[Second Report to Shareholders](#) should mention current performance, but it should focus upon how each hotel will maximize its Market Cap by the end of Year 6 to benefit the shareholders.

### **Week 11 Fifth Year of Simulation NO ATTENDANCE AT CLASS -- SIMULATION DECISIONS DUE AS USUAL**

- **Submission:** Optional Upgrade to Strategic Plan plus observation forms -- If you are submitting an upgrade, submit it online prior to 7 pm on the class night. This is the only opportunity to submit an upgrade report.
- Link for Strategic Plan Report Upgrade
- Submit group observation forms the following week along with your Year 6 forms.
- Yearly Strategic Decisions submitted online in advance as usual.

### **Week 12 Sixth Year of Simulation**

- **Submission:** Group observation forms  
Yearly Strategic Decisions submitted online in advance
- **Activity:** Final Class Presentations

### **Submission of Final Report due one week after final lecture!**

**Note :** An individually completed quiz on the lectures and the required readings take place at the fifth class. Term assignments in this course are group reports related to the Business Simulation. They are submitted principally on weeks 6 and 8. Together with an individual grade for class participation, they comprise the term mark for the course. There is no final examination. The individual quiz on Week 5 and the final "company" (group) report due after week 12 fulfils that component.

Weighting of Course:

Yr. 1 Strategy Submission	20%
Yr .2 Strategy Submission	35%
Individual Class Participation	20%
<b>Term Total</b>	<b>75%</b>
Final Company Report	15%
Quiz during 5th Class	10%
Course Total	100%

**RELEVANT UNIVERSITY REGULATIONS**

**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.

DSA Form: [http://www.registrar.yorku.ca/pdf/deferred\\_standing\\_agreement.pdf](http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf)

Attending Physician's Statement form: <http://registrar.yorku.ca/pdf/attending-physicians-statement.pdf>

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 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.

**Academic Honesty:** The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate 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:

<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

**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, and 30% for 'full year' courses offered in the Fall/Winter 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, 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/univsec/policies/document.php?document=86>

**In-Class 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: <http://secretariat->

[policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/](http://policies.info.yorku.ca/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). 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: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

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

### **Academic Accommodation for Students with Disabilities (Senate Policy)**

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 Counselling and Disability 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 accommodations.