**Course Outline**

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| **The Practice of General ManagementAP/ADMS 3900 BSummer 2020** |
| **Course Director** |
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| Randy HoffmanEmail: RandyH@yorku.ca |

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| **Course Description:** |
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| 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. |

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| **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.**Course Requirements for Remote Learning:****The following Course Requirements Section is added to this course outline due to a University Senate Order. However, this course does not use Zoom, Moodle or Canvas. It uses Goto Meeting, which will NOT be recorded, and all participation data and submitted assignments, etc., use Sharepoint and shall be stored on a server located in Ontario.**Several platforms will be used in this course (e.g., Moodle, Canvas, Zoom, etc.) through which students will interact with the course materials, the course director / TA, as well as with one another. Please review the syllabus to determine how the class meets (in whole or in part), and how office hours and presentations will be conducted. Students shall note the following: * Zoom is hosted on servers in the U.S. This includes recordings done through Zoom.
* 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. Technology requirements and FAQs for Moodle can be found here - http://www.yorku.ca/moodle/students/faq/index.html”
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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, 8Resort Manual, Part I
* **Online Lecture:** Unit 2
* **Activity:** [Case Discussion](http://randyhoffman.no-ip.ca/pgm/download.htm) – 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 9.4Chapter 8; Resort Manual, Part IV
* **Online Lecture:** Unit 5
* **Submissions (check** [**Submission Schedule**](http://randyhoffman.no-ip.ca/pgm/Submissions.pdf)**):** Strategic Plan Report for First Year, 2 sets of group observation forms, Strategic Control Exercise formGrading and comments on Strategic Plan available within 7 daysYearly 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 maure mission lecture (see [Mature Mission Questionnaire](http://randyhoffman.no-ip.ca/pgm/MatureMissionQuestions.doc))[Second Report to Shareholders](http://randyhoffman.no-ip.ca/pgm/Shareholders2.pdf) should mention current performance, but it should focus upon how each hotel will maximize its Market Cap by the end of Year 6 to beneift 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.  |

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| Weighting of Course: |
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| Yr. 1 Strategy Submission  | 20% |
| Yr .2 Strategy Submission  | 35% |
| Individual Class Participation  | 20% |
| **Term Total**  | 75% |
| Final Company Report  | 15% |
| Quiz during 5th Class | 10% |
| Course Total  | 100% |

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| **IMPORTANT UNIVERSITY/LA&PS/SCHOOL REGULATIONS**There are a number of important policies that apply to all ADMS and DEMS courses. As a student in this course **it is your responsibility to carefully review, understand, and follow these regulations**. These policies cover the following topics:* **Deferred exams**
* **Academic Honesty**
* **Grading Scheme and Feedback Policy**
* **In-Class Tests and Exams – the 20% Rule**
* **Reappraisals**
* **Accommodation Procedures**
* **Religious Accommodation**
* **Academic Accommodation for Students with Disabilities (Senate Policy)**

Complete details can be found here: [**http://sas.laps.yorku.ca/students/**](http://sas.laps.yorku.ca/students/). **Please review these policies immediately to ensure you are familiar with them.** |

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