

Management Policy: Part 1

AP/ADMS 4900 C 3.0

Wednesday 11:30 a.m.–2:30 p.m. HNE 037

FALL 2026

Cases:

Students are responsible for obtaining copies of the assigned cases through Ivey Publishing. The cases to be covered are listed in the Outline of Classes. Please bring your copy of the assigned case to class, as extra copies will not be available. The course uses primarily Ivey-authored cases; one IESE case is included and is available through Ivey Publishing.

<https://www.iveycases.com/Default.aspx><https://hbsp.harvard.edu/home/>

Recommended Readings:

Students are advised to keep abreast of major current business issues and economic developments. Particular attention should be paid to developments in artificial intelligence, technology, retail, competition, regulation, trade and corporate strategy. Reputable business news sources are recommended.

Computing Information

Useful York University computing and eClass resources are available through York University's official student and IT websites.

[Student Guide to Moodle](#) eClass student resources

[Zoom@YorkU Best Practices](#) York University computing and technology support

[Zoom@YorkU User Reference Guide](#) York University student learning technology resources

[Student Guide to eLearning at York University](#) Please consult eClass for course-specific announcements, files, submission instructions and updates.

Course Evaluation

Assessment	Date	Weight %
Class Participation & Case Presentation	Assessed Weekly	20%
Mid-Term	Saturday, October 31, 10:00 a.m.–12:00 noon (location TBC)	30%

Group Assignment	Sessions 9–11	30%
Final Exam (December 2 – In Class)	Session 13	20%
		100%

COURSE FORMAT

This course is being offered primarily by way of in-person learning. Our regularly scheduled sessions will run Wednesday 11:30 a.m.–2:20 p.m.. Classes will not be recorded and there is a large participation component in the grade structure.

The course will initially focus on strategic-management theory and analytical tools and will transition to a more case-based approach over time. Fall 2026 places particular emphasis on contemporary strategy, including artificial intelligence, digital platforms, ecosystems, retail strategy, alliances, corporate scope, governance and implementation. You should expect to actively engage throughout the term by leading and/or participating in case discussions, presenting detailed case analyses, and critically assessing the work of your peers. We will strive for a balanced approach in terms of sharing responsibility for achieving the course objectives and having some fun in the process.

MID-TERM EXAM (Saturday, October 31, 10:00 a.m.–12:00 noon; **location and time subject to change**)

The mid-term exam is weighted 30% towards your final grade. It is a closed-book, 2-hour exam. The purpose is to examine your knowledge and understanding of the course materials covered through Session 6, including the assigned textbook readings, cases, analytical frameworks and the instructor's lectures. The exam will consist primarily of short essay/short-answer questions. The location will be announced on eClass.

Students who miss the scheduled mid-term for an approved reason are required to notify the instructor promptly and follow applicable York University procedures. A make-up examination, if required, will be scheduled separately. The weight of the mid-term cannot normally be transferred to other grade components.

GROUP WORK (30%)

This course puts great emphasis on group work (30%), as group work is an important feature of contemporary work life in the real business world. Accordingly, students will form groups of about 6 members each (depending upon the size of the class). Individuals may self-select their groups, with names of group members to be submitted to me via email or in writing, no later than

the 2nd class. Students who have not found a group by that point will be assigned to one. Students are not allowed to switch groups once they have been formed (so choose carefully). Please be advised that each group member is responsible for the overall group's performance and dynamics.

Group Participation:

Empirical evidence shows that a high level of group performance requires effective teamwork and input from individual team members. Individual contribution may therefore be assessed through peer evaluation. Each team/member will submit a peer evaluation through eClass after the group presentation. If all members contributed equally, a single team report may be submitted. Where contributions varied materially, individual peer evaluations may result in an adjustment to individual marks. If peer evaluations are not submitted, I will assume that no significant team-dynamics issues occurred.

There are two components of group work for this course. All group members will share the same mark for the presentations (adjusted as noted above).

Group Critique (5%):

The purpose of this exercise is to provide you with an opportunity to share the responsibility of class learning. Specifically, for each group presentation, there will be one group that is responsible to assess the ideas and quality of the work put forward by the presenting group. Each group will have up to 10 minutes to present their assessment. Groups are encouraged to develop their assessment criteria. It is highly recommended that you present your assessment with Powerpoint slides. Importantly, your assessment should at least include both positive aspects of the presentation (content and style) and areas for improvement. There will be a 15-minute break following the presentation to the critique group to prepare their assessment. The 5% will be evaluated based on the degree of constructive feedback provided by the group. Only group members who are present at the time when the group is asked to offer the assessment will get the credits. In other words, group members who do not show up in the class at that time will receive no credits for this component.

Group Presentation (25% In-Person):

The purpose of the group presentation is to help students develop their case-analysis and presentation skills. Each group will be assigned one of two contemporary strategy cases: **SHEIN: What Is the Future of Fast Fashion? (Ivey) or Netflix in India: A Decade of Investment and the Battle for Growth (Ivey).** Each group will act as a consulting team, presenting the results of its case analysis to the class as senior management. In Sessions 9, 10 and 11, groups will normally deliver a 30-minute presentation plus up to 10 minutes of Q&A and critique. Your job is to convince the class that you have the right strategic solution to the case.

There is no required format for the presentation, but clarity, strategic analysis and cohesiveness of recommendations are key. Do not assume that what the company actually did was the right solution. Groups are required to submit a 2-page executive summary (single spaced, 12-point font, 1-inch margins) and their presentation slides through eClass by the deadline announced by the instructor.

Advice for the Group Presentation:

Your presentation can be as creative as you want, but the content is key. Your presentation should cover the following topics (there is an evaluation rubric posted on the Moodle site, that is an excellent guide to expectations.)

1. Issue identification (what are the issues)
2. Issue analysis (why are these issues)
3. Analytical tools employed (why use these)
4. Recommendations/solutions (justify)
5. Implementation/action (what needs to be done)

You are advised to test your presentation on the classroom equipment in advance to avoid technical problems.

Advice for the Audience:

To be a good audience (critique presenters in particular), **you should read the case in advance**, and listen closely to the presentation. Consider how their understanding and analysis of the case are consistent with/different from your interpretation. Be prepared to ask questions of the presenting group, but be fair and constructive in your questions/comments. You can challenge the presenting group's analysis and ideas, but do not get personal (we will agree to disagree).

All team members will share the team presentation mark, subject to any team participation issues. **Please note that teams are expected to be self-managed, and resolve their issues on their own.** If I have to intervene, members may lose all of their participation marks.

CLASS PARTICIPATION (20%)

Class participation is weighted 20% of your final grade. Class participation is not just about attendance; students are expected to contribute to class and case discussions. Participation is evaluated regularly based on both quantity and quality. Strong participation advances the discussion through thoughtful analysis, questions, application of course concepts and constructive engagement with classmates. There are two main components of class participation: Case Summary (10%) and ongoing live-class participation (10%).

(1) Case Summary (10%):

This exercise involves sharing responsibility for class learning, and preparing the class for discussion (like a manager). Each group will take turns summarizing the key points of the case, and preparing the class for discussion (identifying issues). Groups will have 15 minutes to present their summary. Only group members who are in attendance when the group presents will receive credit (i.e. no credit if you are not in attendance).

Section C

<https://docs.google.com/spreadsheets/d/1jx7C0BjoxnVo7eMkUzk6t9AJZAUJUx2agVnElGRUoEI/edit?usp=sharing> Case-summary and presentation sign-up information will be posted on eClass.

- (2) Live-class participation (10%): You are expected to participate in both class and case discussions. Starting Session 2, each student will get points according to his/her participation.

FINAL EXAM (See date in OUTLINE OF CLASSES)

The final exam counts for 20% of the final grade. It is an open-book, 3-hour in-class exam. The exam will involve a case analysis provided in the exam and will require you to apply the strategic-management frameworks and materials covered throughout the course.

OUTLINE OF CLASSES

This course will be run as a seminar where students are expected to come to class prepared to discuss the readings. Students should also be prepared to share their opinions and experiences (both good and bad). Although I may not cover all of the material in class, you are still responsible for anything noted in class or on the course outline.

Course Evaluation

Assessment	Date	Weight %
Class Participation	Assessed Weekly	20%
Mid-Term / Short Answer	Saturday, October 31, 10am	30%
Group Assignment	Sessions 9–11	30%
Final Exam (December 2, In-Class)	Session 13	20%
		100%

Textbook

Hitt, M. A., Ireland, R. D., Hoskisson, R. E. & Harrison, J.S. (2024). Strategic Management: Competitiveness and Globalization: Concepts & Cases, 14th Ed. Cengage \$79

Course Schedule

Fall 2026 Calendar Note: York University classes begin September 9, 2026; Fall Reading Week is October 10–16; Fall classes end December 8; December 9 is the Fall Study Day; and the Fall examination period is December 10–23. Students should consult York University’s official Registrar Important Dates page for University-wide deadlines and any changes.

Session Dates	Session Topic	Textbook Reading	Case Assignment
Session 1 September 9	Introduction Course Outline and Expectations What is strategy? Strategic management process; intended, emergent and realized strategy; competitive advantage; strategy and organizational performance.	Chapter 1	No case
Session 2 September 16	Strategic Analysis – External Analysis PESTEL; industry structure; Porter’s Five Forces; competitor analysis; competitive dynamics; opportunities and threats. Contemporary focus: the generative-AI industry and ecosystem.	Chapters 2 & 5	Case: OpenAI and the Large Language Model Market in 2026 (IESE; available through Ivey Publishing)
Session 3 September 23	Business-Level Strategy Cost leadership, differentiation and focus; value creation; strategic trade-offs; value chain; digital/direct-to-consumer channels. Form Teams.	Chapter 4	Case: Nike: Sprint to Recover Lost Ground (Ivey)

Session 4 September 30	Strategic Analysis – Internal Analysis Resources, capabilities and core competencies; Resource-Based View; VRIO; sustainable competitive advantage; AI-enabled capabilities.	Chapter 3	Case: Starbucks Deep Brew: AI-Powered Customer Experience (Ivey)
Session 5 October 7	Corporate-Level Strategy Corporate scope; vertical integration; diversification; economies of scope; synergy; corporate parenting; divestiture and refocusing.	Chapter 6	Case: Dollar Tree: Should It Divest Family Dollar? (Ivey)
October 10–16	FALL READING WEEK – NO CLASS York University Reading Week: classes, examinations and tests are not held.	—	No case
Session 6 October 21	Alliances, Co-opetition & Mergers and Acquisitions Build-buy-ally decisions; strategic alliances; joint ventures; acquisitions; integration; dependency and bargaining power; co-opetition.	Chapter 9; selected Chapter 7 material	Case: Microsoft's Crossroads: Partnership Challenges with OpenAI (Ivey)
Session 7 Saturday, October 31 10:00 a.m.– 12:00 noon	MID-TERM EXAM In-person, closed-book, 2 hours. Location to be confirmed on eClass.	Sessions 1–6 material	No case

Session 8 October 28	Governance, Strategic Leadership & Implementation Agency and governance; boards and management; strategic leadership; culture; ethics; incentives; organizational alignment and implementation.	Chapters 11 & 12	Case: OpenAI: Governance Under Competing Commitments (Ivey)
Session 9 November 4	Group Presentations	Not Assigned	Assigned presentation cases: SHEIN: What Is the Future of Fast Fashion? (Ivey) / Netflix in India: A Decade of Investment and the Battle for Growth (Ivey)

Session 10 November 11	Group Presentations	Not Assigned	Assigned presentation cases: SHEIN: What Is the Future of Fast Fashion? (Ivey) / Netflix in India: A Decade of Investment and the Battle for Growth (Ivey)
No Regular Class November 18	INSTRUCTOR TRAVEL – NO REGULAR CLASS This class is replaced by the separate make-up session below.	—	—
Session 11 November 25	Group Presentations	Not Assigned	Assigned presentation cases: SHEIN: What Is the Future of Fast Fashion? (Ivey) / Netflix in India: A Decade of Investment and the Battle for Growth (Ivey)

Session 12 Saturday, November 28 Time/location TBC	Separate Section Make-Up Session Strategic flexibility, real options, refocusing, course integration and final-exam preparation. This section will meet separately from the other ADMS 4900 section.	Selected review material	Integrated strategy exercise
Session 13 December 2	Final Exam – In Class HNE 037	All course material	Case provided in exam

Supplemental readings, videos and current-business materials will be posted or linked on eClass as appropriate.