

**AP/ADMS 1010 3.00**  
**EXPLORING THE FUNCTIONS OF BUSINESS**

**Summer 2019**

**Section A**

Day and time: Thursdays, 7:00 pm – 10:00 pm  
 Location: DB 0006  
 Website: <https://moodle.yorku.ca/>

**Course Director (Instructor)**

**Troy Young**

Email: tyoung@attractionsontario.ca  
 Office Hours: Immediately after class

**Course description**

This course provides a broad survey of the functional areas of business by engaging students in a critical discourse about management, its sub-disciplines, and the current issues and future challenges facing business. This discourse is reflected in the course readings, which pair classic management articles with writings from alternative or contradictory perspectives. Using a variety of media, we will also examine current news stories to illustrate and assess the practical relevance of each of the management ideas presented. Students will be challenged to develop, articulate, and support their own thinking in relation to contemporary business issues. The course is intended to prepare students for success in the upper-level BCom course requirements.

**Learning objectives**

By the end of this course students should be able to:

- Describe the scope and central concepts of management and the functional domains of business
- Identify and analyze the interplay of key economic, social, and environmental trends facing business, and their implications for different functional areas
- Critically analyze management texts and be able to describe and formulate alternative perspectives on a given management issue
- Write a clear and persuasive argument to support a chosen position or course of action
- Identify management area(s) and issues that are of particular interest in relation to upper level course concentration

**Course readings and texts**

1. Dyer, L. (2011). *Critical Thinking for Business Students*, 2e. Captus Press.
2. Article and chapter readings as listed in Course Calendar

**Course evaluation**

|                     |     |                                                                       |
|---------------------|-----|-----------------------------------------------------------------------|
| Writing assignments | 20% | (weekly due dates)                                                    |
| Midterm exam        | 25% | (June 6 <sup>th</sup> , 7:00pm, during regular class time, rooms TBA) |
| Group presentation  | 20% | (weeks 9-12; dates to be announced)                                   |
| Final exam          | 35% | (during formal examination period: Jul 31-Aug 9 2019)                 |

**Writing assignments (20% of course grade)**

These weekly assignments are designed to help you absorb the course material while improving the effectiveness of your writing. Completed assignments are to be 1-page single-spaced maximum and will be graded for content, grammar, writing style, and formatting – details will be provided in class. The assignments are based on the weekly readings and will be posted on Moodle one week before they are due. The due date of an assignment is **9:00PM the day before the related lecture**. Assignments must be uploaded to the relevant Moodle dropbox. The 20% writing assignment grade is broken down as follows:

|                                           |               |
|-------------------------------------------|---------------|
| Completion of assignments (10 weeks)      | 10%           |
| 2 assignments randomly chosen for grading | 10% (5% each) |

Also, see Academic Honesty, Turnitin and Late Assignment information further down in this document. Students who are registered with Accessibility Services and are seeking accommodations should contact their Course Director well in advance of the deadline to arrange for accommodations.

**Midterm exam (25% of course grade)**

The midterm will be a closed-book 1.5-hour exam written on **Thursday, June 6<sup>th</sup> (during regular class time), starting at 7:00 pm**. Exam location will be provided in class. The exam will test material covered in weeks 1-5 including all assigned readings and all lecture content and may include a combination of multiple choice, short/long written answer, and case-based questions. Additional details will be provided in class.

Students who are unable to write the mid-term examination for academically legitimate reasons (e.g. illness, York sports team participation, etc.) will have one opportunity to write a makeup exam. Students who were approved for the makeup exam and missed that exam will receive a grade of ZERO on the midterm exam component; the weight of the midterm exam will not be transferred to the final exam.

To be eligible for the makeup, documentation legitimizing the absence (e.g. *Attending Physician's Statement (APS) form* in the case of an illness, letter from team coach, etc.) must be submitted by email to the Course Director (you may be asked to provide hard copies). Please note that a doctor's note will not be accepted, only an APS. If you are sick on the day of the exam you must obtain an APS form within 48 hours of the exam and submit that form within one week (7 days) of the exam. Link to APS form: <https://myacademicrecord.students.yorku.ca/pdf/attending-physicians-statement.pdf> In all other cases (e.g. York sports team schedule conflict or conflict with another exam) you must submit documentation by email to your Course Director at least 2 weeks before the exam, including appropriate documentation.

Students seeking religious accommodation or students registered with Accessibility Services seeking alternate exam accommodation, must submit their requests in a timely fashion. Links and additional information under "Important University Regulations & Information" below (pages 4-6).

**Group debate presentation (20% of course grade)**

The group debate presentation will be based on a current affairs issue and groups must defend alternate positions with respect to that issue in a debate-style format. Presentations will be held during the last four lectures (**Weeks 9-12**). All group members are required to actively participate in the presentation. Additional details will be provided in class.

The course director will assign randomly constructed groups during the third week of class. The group is expected to manage all of its organizational and work assignment tasks with fairness and respect. The Course Director will be happy to mediate group issues provided that assistance is requested in a timely manner.

**Final exam (35% of course grade)**

The final exam will be a closed-book 2-hour exam and will be scheduled by the Registrar during the final exam period (**July 31-August 9**) – details TBA. The format may include a combination of multiple choice, short/long written answer, and case-based questions.

**Late Assignments**

Assignments not submitted as specified by the due date/time will receive a grade of zero.

**Grade Reappraisals**

For reappraisal of the final examination and the final course grade, see page 6 of this outline. Students may, with sufficient academic grounds, request that a grade in the course be reappraised. A written request for reappraisal must be submitted to the Course Director within one week of receiving your grade, and must specify (a) what the student would like re-graded (i.e. specific questions, entire exam, etc.) and (b) a clear justification for why re-grading is necessary. The course director may refuse to reappraise if sufficient academic grounds are not demonstrated. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed.

**Communication with Course Director**

Emails to the Course Director must include a professional greeting (e.g. Dear Professor X), the student's name, student number, and the course/section enrolled in. Emails not containing this information will not be responded to.

**turnitin**

In this course all electronic submissions to Moodle dropboxes will be screened using turnitin prior to evaluation. turnitin is a plagiarism detection service that faculty use on a voluntary basis. Additional student information can be found at <https://moodle.yorku.ca/students/documentation/turnitin.html>

**Student Research Participation (Bonus Course Credits)**

Students in this course have the opportunity to participate in research studies (conducted through the NOESIS research laboratory at York University) in exchange for bonus credit, up to a maximum of 2% applied to your final course grade. Student participation in all studies is voluntary, and students may withdraw from any study at any time without penalty. Students who are unable or unwilling to participate in NOESIS research studies have the opportunity to review academic journal articles to earn up to 2% bonus course credit. Further information will be provided in class.

## IMPORTANT UNIVERSITY REGULATIONS & INFORMATION

**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://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

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/>

**Academic Accommodation for Students with Disabilities:** Accommodation and support for students with learning, mental health, physical, sensory, or medical disabilities is guided by the principles laid out in York's Policy on Academic Accommodation for Students with Disabilities:

<http://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-with-disabilities-policy/>

Students who seek such accommodation for their academic studies must be registered with Student Accessibility Services. This office arranges for academic accommodations and provides support to students with documented disabilities on the Keele Campus. Registered students will receive a Letter of Accommodation, outlining the nature and recommendation of their accommodation. To register with Student Accessibility Services, students should upload their disability-related documentation to the online registration form at: <https://accessibility.students.yorku.ca>.

Once registered with Student Accessibility Services, students are responsible to arrange for their accommodation in advance and in a timely fashion, based on the accommodations suggested in their letter of accommodation:

- **Exams, when relevant:** Please register for your examination date(s) with Alternate Examination Centre (<http://altexams.students.yorku.ca/>) within the deadlines specified by the Centre.
- **Other components and aspects, when relevant:** Please inform the Course Director of your accommodation letter as soon as possible. Please note that sufficient notice is needed so that reasonable steps for accommodation can be provided in a way that is consistent with the guidelines established in York's policy, preserving the academic integrity of the curriculum and the academic standards of courses and programs.

Accommodations provided shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses.

**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. **Students seeking religious accommodation should pursue their request in timely fashion.** For deadlines and additional information on religious accommodation, please visit:

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

**Deferred FINAL 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 (APS) form:

<http://registrar.yorku.ca/pdf/attending-physicians-statement.pdf>

In order to apply for deferred standing, students must register on-line 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 seven (7) 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.

**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://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

**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 collectively 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/>

**Reappraisals:** After course grades have been released, 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. Reappraisals of final course grades (including final exams viewing) should be done through the main office of the School of Administrative Studies, 282 Atkinson). 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.

**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://acmaps.info.yorku.ca/>

**Getting support when you need it:** Following is a selection of resources (academic and non-academic), that are available to you:

- Manage your Academic Record: <http://myacademicrecord.students.yorku.ca/>
- Learning Commons: <http://learningcommons.yorku.ca/>
- Writing Centre: <http://writing-centre.writ.laps.yorku.ca/>
- Student Accessibility Services: <http://accessibility.students.yorku.ca/>
- Student Counselling & Development: <https://counselling.students.yorku.ca>
- Mental Health and Wellness at York: <http://mhw.info.yorku.ca/>
- Office of Student Community Relations: <http://oscr.students.uit.yorku.ca/>
- Additional LA&PS student resources: <http://laps.yorku.ca/student-resources/>



## COURSE CALENDAR

### **Week 1. Getting engaged: Introduction to critical thinking & contemporary business issues**

Dyer, L. (2011). *Critical Thinking for Business Students*. Captus Press. (Chapter 1: What is critical thinking)

### **Week 2. So, you want to be a manager? (Management)**

Mintzberg, H. (1990). The Manager's Job: Folklore and Fact. *Harvard Business Review*, 68(2), 163–176.

Drucker, P. F. (2005). Managing Oneself. *Harvard Business Review*, 83(1), 100–109.

### **Week 3. Getting organized (Organization Theory)**

Dyer, L. (2011). *Critical Thinking for Business Students*. Captus Press. (Chapter 2: Claims)

Chandler, A. D. (1990). The Enduring Logic of Industrial Success. *Harvard Business Review*, 68(2), 130–140.

Schumacher, E. F. (1973). *Small is beautiful: A study of economics as if people mattered*. London: Blond and Briggs. (Part I/Chapter 5: A question of size)

### **Week 4: Current issues, future challenges (Business ethics; Corporate social responsibility; Sustainability; Emergency management)**

Dyer, L. (2011). *Critical Thinking for Business Students*. Captus Press. (Chapter 3: Evidence)

Friedman, M. (1970, September 13). The social responsibility of business is to increase its profits. *New York Times*, pp. 32–33, 122, 124, 126.

Watch:

- IPCC Fifth Assessment Report – Synthesis Report:  
<https://www.youtube.com/watch?v=fgH0dAwM-QE>
- IPCC Fifth Assessment Report: Mitigation of Climate Change:  
<https://www.youtube.com/watch?v=gDcGz1iVm6U>

### **Week 5. Questions of value (Economics; Strategy)**

Dyer, L. (2011). *Critical Thinking for Business Students*. Captus Press. (Chapter 4: Underlying assumptions)

Roscoe, P. (2014). *I Spend Therefore I Am: How Economics Has Changed the Way We Think and Feel*. Random House Canada. (Chapter 2: From Truck and Barter to the Meaning of Life)

Cohan, P. (2017). Wall & Main: GE, Amazon, and the future of corporations. Retrieved August 3, 2017, from [https://global-factiva-com.ezproxy.library.yorku.ca/du/article.aspx/?accessionno=WCWORC0020170626ed6q000dx&fcpil=en&napc=S&sa\\_from=&cat=w](https://global-factiva-com.ezproxy.library.yorku.ca/du/article.aspx/?accessionno=WCWORC0020170626ed6q000dx&fcpil=en&napc=S&sa_from=&cat=w)

Recommended: Layard, P. R. G. (2005). *Happiness: Lessons from a new science*. New York: Penguin Press. (Chapter 9: Does economics have a clue?)

### **Week 6. MIDTERM EXAM (June 6<sup>th</sup>, during regular class time for this section)**

**Week 7. Value measurement and intermediaries (Accounting; Finance)**

- Dyer, L. (2011). *Critical Thinking for Business Students*. Captus Press. (Chapter 5: Causal claims)
- Kaplan, R. S., & Norton, D. P. (1992). The Balanced Scorecard--Measures That Drive Performance. *Harvard Business Review*, 70(1), 71–79.
- Bakker, P. (n.d.). Accountants Will Save the World. *Harvard Business Review*. Retrieved September 17, 2013, from <http://blogs.hbr.org/2013/03/accountants-will-save-the-worl/>
- Korten, D. C. (2001). *When Corporations Rule the World*. Bloomfield, CT: Kumarian Press, Inc. (Chapter 13: The money game, and Chapter 14: Predatory finance)

**Week 8. Value chains (Management science; Operations & Supply chain management; International business)**

- Dyer, L. (2011). *Critical Thinking for Business Students*. Captus Press. (Chapter 6: Techniques of persuasion)
- Magretta, J. (1998). Fast, global, and entrepreneurial: Supply chain management, Hong Kong style. An interview with Victor Fung. *Harvard Business Review*, 76(5), 102–114.
- Rosenthal, C., & Berinato, S. (2013). Plantations Practiced Modern Management. *Harvard Business Review*, 91(9), 30–3.

**Week 9. The human factor (Human resources management; Organizational behaviour)\*\***

- Dyer, L. (2011). *Critical Thinking for Business Students*. Captus Press. (Chapter 7: Writing a persuasive essay)
- Herzberg, F. (1987). One more time: How do you motivate employees? *Harvard Business Review*, 65(5), 109–120.
- Sandel, M. J. (2012). *What money can't buy: the moral limits of markets*. New York: Farrar, Straus and Giroux. (Chapter 2: Incentives)

**Week 10. Getting the word out (Marketing; Public relations; Communications)\*\***

- McKenna, R. (1991). Marketing is everything. *Harvard Business Review*, 69(1), 65–79.
- Klein, N. (2000). *No logo: Taking aim at the brand bullies*. New York: Picador. (Chapter 1: New branded world)

**Week 11. Business for the future (Entrepreneurship; Innovation)\*\***

- Drucker, P. F. (1985). The discipline of innovation. *Harvard Business Review*, 63(3), 67–72.
- Nonaka, I. (2007). The Knowledge-Creating Company. *Harvard Business Review*, 85(7/8), 162–171.
- Alperovitz, G. (n.d.). *Meet the Movement for a New Economy*. Retrieved March 10, 2012, from <http://www.yesmagazine.org/new-economy/the-new-economy-movement>

**Week 12: Course review and exam preparation\*\***

- Kiechel III, W. (2012). The Management Century. *Harvard Business Review*, 90(11), 62–75.

**\*Note:** All readings listed are required unless marked “Recommended.” Recommended readings will not be specifically tested, but will provide additional insight related to the course learning objectives.

**\*\* GROUP PRESENTATION DATES (Schedule TBA)**