YORK
UNIVERSITÉ
UNIVERSITY

FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES
SCHOOL OF ADMINISTRATIVE STUDIES

AP/ADMS1000

INTRODUCTION TO BUSINESS

WINTER SECTIONS

WINTER 2020

COURSE OUTLINE[1]

Section:	**Q**
Time:	Wednesday 14:30
Location:	VH D
Course Director:	**Peter Modir (instructor)**
Email:	pmodir@yorku.ca
Office Hours:	By appointment, email your professor
Course Web Site:	moodle.yorku.ca

COURSE DESCRIPTION & PREREQUISITES

The broad aim of this course is to provide insight into the fundamental challenges that all organizations must address in order to succeed. Our study is divided into two parts: the internal environment of business and the external environment. "Inside the organization", we will examine: (1) the management of employees, (2) organizational governance & structure and (3) strategy & strategic decision making. "Outside the organization", we will examine the central forces that impact business, including: technological, global, political, and societal & sustainability factors.

Prerequisites: None.

COURSE OBJECTIVES

1. To examine the most significant internal challenges that all organizations must address in order to succeed.
2. To explore the external environment of business and its implications.
3. To understand the challenges & opportunities facing business – both in Canada and globally.
4. To encourage critical thinking regarding issues that impact organizations.

These objectives will be accomplished through lectures, class discussions, and exercises.

REQUIRED COURSE READINGS AND TEXTS

1. **e-CourseKit**, available at: http://www.captus.com/information/onlinepub-adopt.htm
2. Karakowsky, L., & Guriel, N (2018). ***The Seven Factor Challenge: Exploring the Environment of business***, custom edition for York University first used in Fall 2017. Pearson Education. Available for purchase at the York U Bookstore. EARLIER EDITIONS ARE **NOT** RELEVENT.

[1] This syllabus is subject to change as deemed necessary by the Course Director.

IMPORTANT NOTES



- **About course registration**: Please direct all registration questions to the main office of the School of Administrative Studies (Atkinson 282), (http://sas.laps.yorku.ca/).
  Course Directors (instructors) **cannot enroll or approve** your enrollment to the course.
  If the section is full, the best strategy to enroll in the class is to visit the online course registration system regularly until a space becomes available. Students are expected to attend lectures from week 1.
- Please note that students can write exams and submit any work **only** in the section that they are registered in.

COURSE EVALUATION

Reflections	16%	(**no late submissions**, additional details below; check due dates)
Midterm exam	40%	(**Sunday, February 9, 2020**, 10:30am-1:00pm, duration 2.5hrs)
Final exam	44%	(during formal examination period: **April 7-25, 2020**)

REFLECTIONS (16% of the course grade)

These **reflections** are mini-assignments that are due **8 (eight) times during the course**. **Each reflection is due no later than 8:00am on the designated day**, as listed by your course director on your section's course website. Each reflection is worth 2% of the course grade to a total of 16% of the final course grade for all 8 reflections. Note that reflections not submitted by the due date/time will receive a grade of zero.

- **Reflections questions and deadlines**:
  See pages 6-8 of this outline (weekly outline), the course website and information shared in class.
- **Reflection requirements**: You will write a 1-page double-spaced response to an opinion/reflection question. No late submissions of mini-assignments will be accepted for any reason, as the assigned questions and content are available well in advance (no deferrals or make up opportunities for any excuse, including illness, absence, internet failure, etc. Note that reflections can be submitted in advance of the deadline to avoid any unexpected last-minute issues. You must submit an electronic copy via moodle turnitin by the assigned deadline.

MIDTERM EXAM (40% of the course grade)

Date: **Sunday, February 9 2020**, from **10:30am** to 1:00pm (outside the normal class time)
Duration: **2.5 hours.**
Format and Coverage: The exam is based on content covered in **sessions 1-5** (**lectures and readings** up to and including session 5). This is a **closed-book exam** (no materials allowed). Exam questions cover both assigned textbook readings and materials covered in class (e.g., exercises, simulations, videos and class discussions). Exams may include a combination of multiple choice, short questions, long questions, and case analysis. Location of exam will be announced closer to the exam date. Note that if you do not write the midterm exam, you will receive a grade of zero on the exam unless approved for a makeup midterm exam.

Midterm Exam conflicts and missed midterm exams

If you are unable to write the regularly scheduled midterm exam for **academically legitimate reasons**…

1. Schedule Conflicts (e.g. religious accommodations; YU sports team participation, another YU exam): You must notify the course director in writing at least two (2) weeks (14 days) prior to the set date. Provide full details regarding the conflicting event and relevant contact where applicable (e.g. faith leader, coach, course director).
2. Illness: You must obtain an Attending Physicians Statement (APS) within fourty-eight (48) hours of the exam, and submit it to your course director within seven (7) days (PDF or hard copy only). Link to APS: http://www.registrar.yorku.ca/pdf/attending-physicians-statement.pdf
3. Accessibility Accommodations: If you are registered with Accessibility Services and are seeking alternate exam accommodation, you must follow the procedures of the Alternate Exam office (https://altexams.students.yorku.ca/request-an-alternate-exam) in a timely fashion.
   Any requests to reschedule an alternate exam must be submitted/emailed promptly to the main office (282 Atkinson, apsas@yorku.ca), cc'ing the course director.

(continued on the next page)

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(Midterm policies: Continued)

Approval to write a makeup is at the discretion of the course director or relevant office. If you are approved to write you will be sent details regarding time and/or location of your makeup. If you do not receive an *acknowledgement* that your request was received within a few days of submitting documentation you should follow up with the course director. If you do not receive a *decision* by October 28, please contact your course director immediately. In all cases it is the student's **responsibility** to proactively address a missed or alternate exam situation.

FINAL EXAM (44% of the course grade)

Date: during the formal examination period (**April 7-25, 2020**, as scheduled by the Registrar's Office)
Duration: **3 hours.**
Format and Coverage: This is a **non-cumulative exam**, based on content covered **from session 7 onwards** (after the midterm exam). This is a **closed-book exam** (no materials allowed). Exam questions cover both assigned textbook readings and materials covered in class (e.g., exercises, simulations, videos and class discussions). Exams may include a combination of multiple choice, short questions, long questions, and case analysis. Note that if you do not write the final exam, you will receive a grade of zero on the exam unless you are approved for a deferred final exam.

IMPORTANT SCHOOL AND UNIVERSITY POLICIES & INFORMATION

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 Skills Services: http://lss.info.yorku.ca/
- Learning Commons: http://learningcommons.yorku.ca/
- Writing Centre: http://writing-centre.writ.laps.yorku.ca/
- ESL Open Learning Centre: http://eslolc.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/
- Sexual Violence Response & Support: http://thecentre.yorku.ca/
- Community Safety: https://safety.yorku.ca/
- Office of Student Community Relations: http://oscr.students.yorku.ca/
- Additional LA&PS student resources: http://laps.yorku.ca/student-resources/

For **important sessional dates**, please refer to: http://registrar.yorku.ca/enrol/dates/

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/

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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:

Students who seek such accommodation for their academic studies must be registered with **Student Accessibility Service**s. 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. Accommodations provided shall be consistent with the guidelines established in York's policy, preserving the academic integrity of the curriculum and the academic standards of courses and programs.

- **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. Any rescheduling requests should be submitted to 282 Atkinson with appropriate documentation.
- **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.

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
Attending Physician's Statement (APS) form:
http://registrar.yorku.ca/pdf/attending-physicians-statement.pdf

Students requesting deferred standing for the final examination must register on-line (link) to record their request and receive a **ticket number**. Students must then **submit** the completed DSA form as well as supporting documentation directly to the main office of the School of Administrative Studies (**282 Atkinson**), writing down their ticket number on all forms and documents. The DSA and supporting documentation must be submitted no later than seven (7) days from the date of the exam. DSA requests will be considered on their merit. Decisions will be updated to the online DSA system. Students are responsible to **check** the status of their request online (link). Decisions and exam dates will NOT be sent/emailed to students (no letter or e-mails). Link to DSA system: http://sas-app.laps.yorku.ca.

Students with approved DSA will be able to write their deferred examination for that term, which during the School's deferred examination period. Deferred exams might take place during the regular exams period or in subsequent weeks depending on the course; precise dates are known when the Office of the Registrar publishes the final exam schedule of the term. 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.

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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/

Have a Great Term !!!

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WEEKLY COURSE OUTLINE & DUE DATES

PART I: UNDERSTANDING BUSINESS: INTERNAL CHALLENGES

SESSION 1: Looking Inside & Outside Organizations: 3S Approach & 7 Factor Challenge **Learning Goal**s: The first half of this courses considers the central challenges existing INSIDE the organization. The topics we will explore are: 1) **S**tyle of Management, 2) **S**tructure & Governance, 3) **S**trategy & Strategic Decision Making (the "3 S's"). The second half of this course examines 7 central environmental factors: economic, technological, globalization, political, labour, societal, sustainability. • Readings: *Captus e-Course Kit* - Introduction; Course Advice; Case Advice; *Pearson text*: Chapter 1 • Discussion Case: *Captus e-Course Kit* **- *Hudson's Bay***	Prepare case for discussion: ***Hudson's Bay***
SESSION 2: Style of Management **Learning Goals**: The aim of this session is to achieve an understanding of the roles of managers in the workplace. We will examine the fundamental philosophies underlying different management styles. You will become familiar with the classical approaches and the behavioural approaches to management. • Readings: *Captus Chapter 1* • Discussion Case: *Captus e-Course Kit* - ***Dr. Oetker Pizza***	
SESSION 3: Structure & Governance **Learning Goals:** The aim of this session is to examine some of the approaches that organizations have adopted with regard to structure and design, including restructuring, reengineering, downsizing, and going virtual. We will consider more generally the question, "What determines how an organization is designed?". In addition, we consider the fundamentally different forms of business as well as the notion of governance. • Readings: *Captus Chapter 2* • Discussion Case: *Captus e-Course Kit* - ***Google***	**Reflection #1** **Due by 8:00am, Morning of Session 3** 1. In your own words, define *organizational structure* and explain how it can affect an organization's success (Captus Chapter 2) 2. Summarize the Assigned Discussion case (***Google***, e-Course Kit) in one paragraph.

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SESSION 4: Strategy I **Learning Goals:** The ability to respond effectively to the business environment is the fundamental challenge of strategic management. The aim of this session is to identify the forces that shape industry structure and consider how they influence business and corporate level strategies. • Readings: *Captus Chapter 3* • Discussion Case: *Captus e-Course Kit* - ***A&W***	**Reflection #2** **Due by 8:00am, Morning of Session 4** 1. In your own words, define the three common types of *business-level strategy* and identify one real company associated with each strategy (Captus Chapter 3) 2. Summarize the Assigned Discussion case (***A&W***, e-Course Kit) in one paragraph.
SESSION 5: Strategy II **Learning Goals:** The success or failure of any organization ultimately is tied to the quality of the organization's strategic decisions. This chapter is intended to offer a framework for understanding the process of strategic decision making and to draw attention to the biases that influence the wisdom of strategic decision-makers. • Readings: *Captus Chapter 4* • Discussion Case: *Captus e-Course Kit* – ***Blackberry***	**Reflection #3** **Due by 8:00am, Morning of Session 5** 1. In your own words, explain the difference between *rational* and *non-rational decision making* (Captus Chapter 4) 2. Summarize the Assigned Discussion case (*BlackBerry*, e-Course Kit) in one paragraph
MIDTERM EXAM (Session 6)	
PART II: UNDERSTANDING THE EXTERNAL ENVIRONMENT OF BUSINESS	
SESSION 7: The Seven Factor Model & The Economic Factor **Learning Goals**: We will identify the 7-factor framework that is used in the second half of our course for examining the environment of business: 1) Economic, 2) Technological ,3) Global, 4) Political, 5) Labor, 6) Societal, 7) Sustainability. We will also examine the first of the 7 factors: The Economic Factor and its implications for business. • Readings: *Pearson text* – Chapter 1 and 2 • Discussion Case: NONE	**Reflection #4** **Due by 8:00am, Morning of Session 7** 1. In your own words, identify three important measures or indicators used to describe the *health* of an economy (Pearson text, *Chapter 2)* 2. no discussion case
SESSION 8: Technology Factor **Learning Goals**: We will examine how technology impacts industry life cycles. We will also consider how competitors behave throughout the evolution of an industry. This leads to a better understanding of the turbulence we have witnessed in a number of industries in recent years and how technology has destroyed some businesses while creating new ones. • Readings: *Pearson text* - Chapter 3 • Discussion Case: *Captus e-Course Kit* **– *Uber***	**Reflection #5** **Due by 8:00am, Morning of Session 8** 1. In your own words, summarize the *industry life-cycle* (Pearson text *Chapter 3*) 2. Summarize the Assigned Discussion case (*Uber*, e-Course Kit) in one paragraph

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SESSION 9: Global Factor **Learning Goals**: We will examine different types of global business activity, including the growth of multinational corporations and identify the fundamental driving forces behind globalization. We will explore the rationale behind international trade and protectionism. The implications of foreign ownership and trade will also be addressed. • Readings: *Pearson text* - Chapter 4 • Discussion Case: *e Captus e-Course Kit* – ***Toyota in Ontario***	**Reflection #6** **Due by 8:00am, Morning of Session 9** 1. In your own words, define *globalization* and explain why it is important to business (Pearson text *Chapter 4*) 2. Summarize the Assigned Discussion case (*Toyota in Ontario*, e-Course Kit) in one paragraph
SESSION 10: Political Factor **Learning Goals**: We will explore government's relationship with business stemming from its roles as both guardian of society and guardian of business. We will examine the trend toward reduced government involvement in the business sector. We will discuss the impact of government actions on business with special attention given to issues such as government subsidies, privatization and deregulation. • Readings: *Pearson text* - Chapter 5 • Discussion Case: *e-CourseKit* **– *Canadian Dairy Industry***	**Reflection #7** **Due by 8:00am, Morning of Session 10** 1. In your own words, explain how the *government* can play the role of *guardian of business in the global context* (Pearson text *Chapter 5*) 2. Summarize the Assigned Discussion case (*Canadian Dairy Industry*, e-Course Kit) in one paragraph
SESSION 11: Societal & Sustainability Factor **Learning Goals**: We define and discuss the notion of corporate social responsibility and analyze the debate regarding what role business should play in society. This session also examines the importance of sustainability and the benefits and challenges it presents to business. • Readings: *Pearson text* - Chapter 7 • Discussion Case: *Captus e-Course Kit* **– *Canada Goose***	**Reflection #8** **Due by 8:00am, Morning of Session 11** 1. In your own words, identify the major reasons that corporations should be *socially responsible* (Pearson text *Chapter 7*) 2. Summarize the Assigned Discussion case (*Canada Goose*, e-Course Kit) in one paragraph.
SESSION 12: Wrap up & Final Exam Review • *Captus e-Course Kit* - practice cases	
FINAL EXAM	

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