AP/ADMS 1010 3.00
EXPLORING THE FUNCTIONS OF BUSINESS

School of Administrative Studies, Faculty of Liberal Arts & Professional Studies, York University

Winter 2020:
Section M, Monday, 4-7pm, ACW 005

Instructor:
Alex Browning
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Office Hours:
Monday 1-3PM by appointment]

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. (2019). Critical Thinking for Business Students, 3e. Captus Press.
   Available at the York U Bookstore; limited copies available for 2-hour loan through library reserves at Bronfman Library
2. Article and chapter readings as listed in the Course Calendar
   Available through the course website

COURSE WEBSITE

https://moodle.yorku.ca/

COURSE EVALUATION

Writing assignments	20%	Weekly; see course website

YORK UNIVERSITÉ UNIVERSITY

Midterm exam	25%	Sunday Feb 9, 2020
Group presentation	20%	Weeks 9-12
Final exam	35%	Formal exam period

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, which 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)

MIDTERM EXAM (25% OF COURSE GRADE)

The midterm will be a closed-book 1.5-hour exam written during Week 6. 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.

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; http://www.registrar.yorku.ca/pdf/attending-physicians-statement.pdf) within fourty-eight (48) hours of the exam, and submit it to your course director within seven (7) days (PDF or hard copy only).
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). Be sure to check the required submission dates early in the term.

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 of your request within a few days of submitting documentation you should follow up with the course director. In all cases it is the student's responsibility to proactively address a missed or alternate exam situation.

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 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 – 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

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. For further information see: http://calendars.registrar.yorku.ca/2014-2015/policies/petitions/index.htm

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/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/**.

Please review these policies immediately to ensure you are familiar with them.

COURSE CALENDAR and READINGS

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

Dyer, L. (2019). *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. (2019). 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. (2019). *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. (2019). 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. https://www.telegram.com/news/20170626/wall-amp-main-ge-amazon-and-future-of-corporations

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 (No Class)

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

Dyer, L. (2019). 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. (2019). 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. (2019). 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.

Notes:

**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)*