

**York University**  
**Faculty of Liberal Arts and Professional Studies**  
**School of Administrative Studies**

**ADMS 1010: EXPLORING THE FUNCTIONS OF BUSINESS**

**Winter 2021 Course Outline<sup>1</sup> (Section R: Wednesday 4-7pm)**

**Course Director:** Prof. Eytan Lasry

**Email:** [eytan@yorku.ca](mailto:eytan@yorku.ca)

**Virtual Office Hours:** Wednesday 3-4pm or by appointment (via Zoom)

**Course Coordinator:** Prof. Joel Marcus

**Location:** Zoom meeting room (link to be posted on eClass).

***Please note that this course depends on remote teaching and learning. There will be no in-person interaction or activities on campus. Classes will run synchronously at the scheduled meeting time on Zoom every week and you are expected to be available during class time for lectures and group presentations and to participate in the course through video conferencing. Lectures are NOT recorded for asynchronous viewing.***

**Technical Requirements:** Stable, higher-speed internet connection as well as a computer with webcam and microphone, or a smart device with these features. Several platforms will be used in this course (e.g., eClass, Zoom, etc.) through which students will interact with the course materials, the course director, 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.

**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:

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<sup>1</sup> NB: This syllabus is subject to change as deemed necessary by the instructor

- 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

### **Required text and readings**

1. Dyer, L. (2019). *Critical Thinking for Business Students*. 3<sup>rd</sup> ed. Captus Press.
2. Article and chapter readings as listed in Course Calendar available online

### **Course evaluation**

Weekly writing assignments	20%	<b>Weekly</b>
Midterm exam	25%	<b>Friday Feb. 26</b>
Group presentation	20%	<b>Weeks 9-12</b>
Final exam	35%	Final exam period

### **Weekly 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 eClass 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%
Two (2) assignment randomly chosen for grading	10%

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

The midterm will be a closed-book 1.5-hour exam written during Week 7. 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 miss the midterm exam for any reason will be provided one (1) opportunity to write a makeup midterm exam. You will be required to submit written justification for why the exam was missed within three (3) days of the exam, and 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. Students who do not write either the regular or makeup midterm exam as scheduled will receive a grade of zero (0) on this component.*

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

The group presentation will be based on a current affairs issue and groups will be asked to defend alternate positions with respect to that issue in a debate-style format. Presentations will be 10 minutes in length and 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 – **(April 14-28, 2020)**. The format may include a combination of multiple choice, short/long written answer, and case-based questions.

### **Late assignments**

Assignments not submitted 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>

### **Turnitin**

In this course all electronic submissions to eClass 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>

## **COURSE CONTENT AND SCHEDULE**

### **WEEK 1 (January 13): 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 (January 20): 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 (January 27): 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 (February 3): 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 (February 10): 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?)

\*\*\*\*\*NO CLASS ON FEBRUARY 17 FOR READING WEEK ☺☺☺\*\*\*\*\*

### **WEEK 6 (February 24): 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-world/>

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 7 (FRIDAY FEBRUARY 26: 8:30-10:30am): MIDTERM EXAM**

### **WEEK 8 (March 3): 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.

Watch:

- [The Story of Stuff](#)
- [CBC Marketplace: Here's where your Amazon returns go](#)

### **WEEK 9 (March 10): 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 (March 17): 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 (March 24): 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 (March 31): Course review and exam preparation\*\***

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

**FINAL EXAM: During final exam period: April 14 - 28 (exact date TBD)**

\*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)

**Deferred 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>

***As communicated to the University community on March 13, 2020, Senate Executive has agreed to waive until further notice the requirement for students to submit an Attending Physician's Statement in support of a request for deferred standing or petitions.*** In order to apply for deferred standing, students must register at:

<http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf>

### **IMPORTANT UNIVERSITY/LA&PS/SAS 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.**