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

ADMS 1010: EXPLORING THE FUNCTIONS OF BUSINESS

Winter 2023 Course Outline[1]

Course Director: Anirban Kar
Email: anirbank@yorku.ca
Office Hours: TBA
Classroom: Monday – 4-7pm in CLH-M

Please note that this course requires weekly in-person attendance and learning. Classes will run at the scheduled time and place every and lectures are NOT recorded for asynchronous viewing.

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

[1] NB: This syllabus is subject to change as deemed necessary by the instructor

Required text and readings

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

Course evaluation

Weekly writing assignments	20%	**Weekly**
Midterm exam	25%	**Sunday Feb. 26**
Group project	20%	**TBA**
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 eClass folder. 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 examination will be a closed-book 1.5-hour exam written during Week 6 on Sunday February 26. 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 Project (20% of course grade)

The group assignment provides an opportunity for you to connect with other students in this large, introductory class so you can work together and help each other navigate the course and your first-year experience at York. You will be randomly assigned to a group of approximately 5 students after the term drop date; typically in Week 3. The group assignment will have students develop and defend a given position with respect to a current affairs issue and present their work in the form of a coordinated debate and/or multi-media presentation during the latter half of the term. 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 2.5-hour exam and will be scheduled by the Registrar during the final exam period – (**April 12-27, 2022**). 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: 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)

Parker, M. (2018: April 27). Why we should Bulldoze the Business School. *The Guardian.* https://www.theguardian.com/news/2018/apr/27/bulldoze-the-business-school

Watch:

- The Trouble with Experts (CBC Doc Zone): 0-3:20; 12:20-16:30; 20:45-26:08. https://www.youtube.com/watch?v=FJWKNr8mqO4
- Shut Down the Business School (Martin Parker): https://www.youtube.com/watch?v=tnd8hroqhTU

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.

Posner, E. (2019: August 22). Milton Friedman Was Wrong. *The Atlantic.* https://www.theatlantic.com/ideas/archive/2019/08/milton-friedman-shareholder-wrong/596545/

Watch:

IPCC Sixth Assessment Report - Climate Change 2021: The Physical Science Basis
IPCC Climate Change 2022: Impacts, Adaptation & Vulnerability

IPCC Climate Change 2022: Mitigation of Climate Change

Recommended:

- Porter, M. E. and Kramer, M. (2011) Creating Shared Value. *Harvard Business Review*, *89*(1), 62–77.

WEEK 5: Questions of value (Economics; Strategy)

Dyer, L. (2019). *Critical Thinking for Business Students*. Captus Press. (Chapter 4: Underlying assumptions

Corporate Finance Institute (2021). Neoclassical Economics and Assumptions: https://corporatefinanceinstitute.com/resources/knowledge/economics/neoclassical-economics/

Ragan, C. (2015: June 16) Adam Smith's greatest legacy is his balanced approach. *The Globe and Mail* https://www.theglobeandmail.com/report-on-business/rob-commentary/economist-adam-smiths-greatest-legacy-is-his-balanced-approach/article24963305/

Fox, J. (2015) From "Economic Man" to Behavioral Economics. *Harvard Business Review*, *93*(5), 78–85.

Fox, J. (2012) The Economics of Well-Being. *Harvard Business Review*, *90*(1), 78-83.

Watch:

- Crash Course in Behavioral Economics: https://www.youtube.com/watch?v=dqxQ3E1bubI

Recommended:

- Thinking Fast and Slow (Daniel Kahneman) https://www.youtube.com/watch?v=UO4BNlFkCZY
- Predictably Irrational (Dan Ariely): https://www.youtube.com/watch?v=-8qIpRRi4cU
- Layard, P. R. G. (2005). *Happiness: Lessons from a new science*. New York: Penguin Press. (Chapter 9: Does economics have a clue?)

WEEK 6: Value measurement and intermediaries I (Accounting)

Dyer, L. (2019). *Critical Thinking for Business Students*. Captus Press. (Chapter 5: Causal claims)

Luca, M. (Nov. 5, 2021). Leaders: Stop Confusing Correlation with Causation. *Harvard Business Review*, 1-5.

Kaplan, R. S., & Norton, D. P. (1992). The Balanced Scorecard--Measures That Drive Performance. *Harvard Business Review*, *70*(1), 71–79.

Barker, R., Eccles, R. G. and Serafeim, G. (Dec. 3, 2020). The Future of ESG is…. Accounting? *Harvard Business Review*, 2-5.

Recommended:

- Soyer, E. and Hogarth, R.M. (Dec. 17. 2020). Don't Let Good Story Sell You on a Bad Idea. *Harvard Business Review*, 2-5.

WEEK 7 (Sunday February 26): MIDTERM EXAM

WEEK 8: Value measurement and intermediaries II (Finance)

Dyer, L. (2019). *Critical Thinking for Business Students*. Captus Press. (Chapter 6: Techniques of persuasion)

Mazzucato, M. (2018) *The Value of Everything.* Public Affairs, New York, NY. (Preface: Stories About Wealth Creation, pp. xiii-xix; Introduction: Making versus Taking, pp. 1-15)

https://ocul-yor.primo.exlibrisgroup.com/view/action/uresolver.do?operation=resolveService&package_service_id=7171812160005164&institutionId=5164&customerId=5150

Watch:

- Crash Course: Money and Finance: https://www.youtube.com/watch?v=Dugn51K_6WA
- Bank of Canada: https://www.youtube.com/watch?v=ULqvuY2penk

Recommended:

- What is Economic Value (Mazzucato TED Talk): https://www.youtube.com/watch?v=uXrCeiQxWyc
- The Big Short (2015 film): https://www.netflix.com/watch/80075560
- Inside Job (2010 film): https://www.primevideo.com/detail/0R9W7AMYRBA9FEFTCTHQ7VMO40

WEEK 9: Value chains (Management science; Operations & Supply chain management; International business)

Dyer, L. (2019). *Critical Thinking for Business Students*. Captus Press. (Chapter 7: Writing a persuasive essay)

Martin, R. (2019). The High Price of Efficiency. *Harvard Business Review*, *97*(1), 42–55.

Watch:

- The Story of Stuff
- CBC Marketplace: Here's where your Amazon returns go
- Fordism and Taylorism
- Scientific Management

Recommended:

- Modern Times (Chaplin, 1936): https://www.netflix.com/watch/60028129

WEEK 10: The human factor (Human resources management; Organizational behaviour)

Herzberg, F. (1987). One more time: How do you motivate employees? *Harvard Business Review*, *65*(5), 109–120.

Watch:

- What Money Can't Buy (Michael Sandel) https://www.youtube.com/watch?v=3nsoN-LS8RQ
- Drive (Daniel Pink): https://www.youtube.com/watch?v=u6XAPnuFjJc
- The Economics of Happiness (Crash Course): https://www.youtube.com/watch?v=O-t8-Vq0HO0

Recommended:

- Sandel, M. J. (2012). What money can't buy: the moral limits of markets. New York: Farrar, Straus and Giroux. (Chapter 2: Incentives)
- The Science of Happiness, Motivation and Meaning: https://www.youtube.com/watch?v=6yQiBT_W2VA

WEEK 11: Getting the word out (Marketing; Public relations; Communications)

Klein, N. (2000). *No logo: Taking aim at the brand bullies*. New York: Picador. (Chapter 1: New branded world)
Sidibe, M. (2020). Marketing Meets Mission. Harvard Business Review, 98(3), 134–144.

Watch:

- Marketing Myopia: https://www.youtube.com/watch?v=hw8FfogTUhU

WEEK 12: Course review and exam preparation

Alperovitz, G. (2011, May 25). *The New-Economy Movement.*
Kiechel III, W. (2012). The Management Century. *Harvard Business Review*, *90*(11), 62–75.

FINAL EXAM: During final exam period: April 12-27 (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.

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: https://www.yorku.ca/laps/sas/academic-resources/deferred-exam-requests/

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: **https://www.yorku.ca/laps/sas/academic-resources/common-course-policies/**
Please review these policies immediately to ensure you are familiar with them.

Academic Honesty (AH)

In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by

completing SPARK's Academic Integrity module at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the Senate Policy on Academic Honesty.

Be aware that penalties for AH violations can be much more severe than the grades allotted to the assignment in question. Submitting a single writing assignment that is plagiarized could very likely lead to failure in the course. To ensure you are fully aware of York's AH policies and your responsibilities as a student, you are required to complete an online AH course module before you can access any of the writing assignments in this course.

Please take this very seriously. We strongly encourage and expect you to hand in each and every assignment, but if the choice is between handing in someone else's work and handing in nothing at all, it is better to submit nothing than to submit something that violates AH policy. Many, many ADMS 1010 students have come to regret submitting work that was taken from friends or online sources – changing a few words and/or the order ideas are presented does NOT make the submission yours. Please be careful, and if in doubt, ask your instructor.

Following these simple rules will help you avoid AH missteps:

- Be very familiar with Senate Policy on Academic Honesty
- Complete your work well in advance of the deadline
- Write your entire assignment yourself (each and every word!) from the ground up

And by all means, DO NOT:

- look online to get 'ideas' based on previous student submissions
- have 'your friend's' work stored on your computer - many of these are 'accidentally' uploaded.

UNIVERSITY RESOURCES & SUPPORT LINKS

https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/

https://laps.yorku.ca/student-resources/student-services/

https://writing-centre.writ.laps.yorku.ca/

https://currentstudents.yorku.ca/student-forms

https://www.yorku.ca/laps/sas/academic-resources/deferred-exam-requests/