York University
Faculty of Liberal Arts and Professional Studies
School of Administrative Studies
Winter 2023
AP/ADMS3900 3.0
The Practice of General Management

Term: Winter 2023, asynchronous online course
Section Director: Kelly Baron
Email: k.whitehead@mail.utoronto.ca
Office Hours: By appointments
Start Date: January 9, 2023.

Note: the instructor reserves the right to change the course activities, the sequence of text materials, and the assignment of cases.

COURSE DESCRIPTION

This course develops the required organizational skills and practices of managers to meet their objectives in small, medium and large organizations. Theoretical instruction is combined with cases and experiential exercises to help students develop a comprehensive understanding of the subject and the integration of functional areas in strategic analysis.

COURSE OVERVIEW

The course is divided into three four-week modules. We will start by exploring purpose, principles and leadership in management. We will then move on to studying the process of managing the activities of a competitive firm, from planning to execution. We will end by looking at the challenges associated with managing change, innovation and risk.

The majority of the course readings are cutting edge articles that you will download from the York library website for free. The exceptions are the book *Connected Capitalism* and the cases/simulations/course kit, which will be available for purchase through the bookstore or online. The supporting videos can be accessed via the links below. All but one are hosted on YouTube. The instructor will also post slides to guide your reading, thinking and watching, along with recorded mini-lectures online each week. Listening to the recordings of the mini-lectures is mandatory, and should be considered an extension of the required readings.

PREREQUISITES: ADMS 2400

REQUIRED TEXT(S)

Weitzner, D. 2021. *Connected Capitalism.* Toronto: University of Toronto Press – ISBN 9781487508425. Hardcopy available through the York Bookstore. Hard, e-copies and audio copies available via Amazon, Indigo, Audible etc.
ADMS 3900 W2023 Simulation – E-copy available via Harvard:
https://hbsp.harvard.edu/import/1001986

COMPUTING INFORMTION

Here are some useful links for computing information, resources and help:
Student Guide to Moodle
Zoom@YorkU Best Practices
Zoom@YorkU User Reference Guide

Computing for Students Website
Student Guide to eLearning at York University

COURSE EVALUATION

There are various grade components (see below):

Real-world application essays: 20% (5% per question)
Students will be expected to submit essay answers to four recent, real-world business issues throughout the term. Two questions will be made available in week three for submission by midnight on the last day of week five, and two questions will be made available in week nine for submission by midnight on the last day of week eleven. Each answer should be written in an essay format, approximately 1000-1250 words, submitted as one double-spaced document for each deadline. Essay responses must draw from at least two different course readings per question. External research is permitted, but not necessary. All course readings and research must be fully cited, with a bibliography provided. Citational format is at the discretion of the student, but must follow a commonly accepted standard (i.e., MLA, APA, or Chicago).

Simulation: 10%
Students are also required to complete one simulation. Students must pay for it directly through the Harvard website. It will become available at the end of week two to allow for two weeks for students to complete the simulation. Students must complete the simulation itself, then submit a 2-3 page, double-spaced reflection paper on the simulation which includes a discussion of 1) Justification for the decisions made in the sim and 2) Reflection on the learning experience from the simulation. The simulation is due by midnight on the last day of week 4. In an attached appendix at the end of the paper, students must include their results from all four runs of the simulation (screenshots of the final results are fine, but they must show the student's name and/or login in English). If any course readings are applied, they must be cited with a bibliography provided. Please note that any papers submitted without fully completing the simulation (i.e., all assigned runs) will receive a grade of 0 and may be reported for academic dishonesty.

Midterm assignment – 30%
The midterm assignment is a take-home essay that is due before midnight on the last day of week 7. Students will choose a key theme highlighted in Chapters 1-5 or the Introduction of *Connected Capitalism.* Students will then choose a recent business example that highlights the theme in practice and consider the real-world application of themes from *Connected Capitalism* in an essay of approximately 2250-2500 words. The article chosen must be from the last two months of business news, and a link to the article needs to be provided at the top of the first page of the midterm. If no link is provided, or if the article is older than two months from the deadline for the midterm, 10% will be deducted from the final midterm grade. All external sources (i.e., the article, *Connected Capitalism,* and any further external research or course readings applied) must be cited with a bibliography provided.

Please note that this is an examination, and no extensions will be permitted beyond those required for accessibility, medical, or religious accommodations.

Final exam - 40%
Students will write a take-home final exam that will test comprehension of the assigned material. The exam will be cumulative, consist of three essay questions and the time/date will be set by the University.

Bonus Marks: Students who are regularly active on Moodle message boards posting about the weekly readings will receive **2 bonus points** towards their final grade. You must post on **ALL** the readings, **EACH** week, on time to qualify.

Please note: **Late assignments will not be accepted**.

COURSE OUTLINE

Module 1: Purpose, Principles, and Leadership	
Week 1 **Jan 9-15**	Managing with Purpose Weitzner, D. 2021. Connected Capitalism. Introduction. University of Toronto Press. Blount, S. & Leinwand, P. 2019. Why Are We Here? Harvard Business Review, 97(6):132-139. Quinn, R.E. & Thakor, A.V. 2018. Creating a Purpose-Driven Organization. Harvard Business Review, 96 (4):78-85. **Video:** IHMA Necessary Conversation with Ed Freeman https://www.youtube.com/watch?v=leDhu6XXr3Q
Week 2 **Jan 16-22**	Responsible Management Weitzner, D. 2021. Connected Capitalism. Chapters 1 and 2. University of Toronto Press. Weitzner, D., & Deutsch, Y. 2019. Why the time has come to retire instrumental stakeholder theory. Academy of Management Review, 44: 694-698. Bazerman, M.H. 2020. A New Model for Ethical Leadership. Harvard Business Review, 98(5):90-97. **Video:** Shared Value as Corporate Strategy https://www.youtube.com/watch?v=vaEv4frj-88&t=0s&list=PL4pqY0N7PHPaF5VWDZ_NUBEqfN702cfOM&index=4
Week 3 **Jan 23-29**	Sustainable Management Weitzner, D. 2021. Connected Capitalism. Chapter 3. University of Toronto Press. Scoblic, J.P. 2020. Learning from the Future. Harvard Business Review. 98(4): p38-47. Aldy, J.E. & Gianfrate, G. 2019. Future-Proof Your Climate Strategy. Harvard Business Review, 97(3):86-97. Serafeim. G. 2020. Social Impact Efforts that Create Real Value. Harvard Business Review, 98(5):35-48.
Week 4 **Jan 30-** **Feb 5**	Managerial Leadership Lingo, E.L. & McGinn, K.L. 2020. A New Prescription for Power. Harvard Business Review, 98(4):66-75. Frei, F. & Morriss, A. 2020. Begin With Trust. Harvard Business Review, 98(3):112-121. Peterson, S.J., Abramson, R. & Stutman, R.K. 2020. How to Develop Your Leadership Style. Harvard Business Review, 98(6):68-77. **Video:** Social Intelligence and Leadership https://www.youtube.com/watch?v=7Qv0o1oh9f4 **Change Management Simulation: Power and Influence V3**
Module 2: From Planning to Execution	
Week 5 **Feb 6-12**	Managerial Strategy Formulation Porter, M.E. 1996. What Is Strategy? Harvard Business Review, 74(6):61-78. Porter, M. E. 2008. The Five Competitive Forces that Shape Strategy. Harvard Business Review, 86(1):78-93. **Video:** The Five Competitive Forces That Shape Strategy https://www.youtube.com/watch?v=mYF2_FBCvXw&t=184s
Week 6 **Feb 13-26**	Management Communication and Negotiation Weitzner, D. 2021. Connected Capitalism. Chapter 4. University of Toronto Press.

	Hughes, J. & Ertel, D. 2020. What's Your Negotiation Strategy? Harvard Business Review, 98(4):76-85. Brandenburger, A. & Nalebuff, B. 2021. The Rules of Co-opetition. Harvard Business Review, 99(1):48-57. **Video:** Think Fast, Talk Smart - Communication Techniques https://www.youtube.com/watch?v=HAnw168huqA
Winter Reading Week (Feb 18-24): No classes	
Week 7 **Feb 27-** **Mar 5**	Managing Globalization and Political Risk Weitzner, D. 2021. Connected Capitalism. Chapter 5. University of Toronto Press. Martin, R.L. 2019. The High Price of Efficiency. Harvard Business Review, 97(1):42-55. Rice, C. & Zegart, A. 2018. Managing 21st-Century Political Risk. Harvard Business Review, 96 (3):130-138. **Video:** Condoleezza Rice - Political Risk & the Future of American Diplomacy https://www.youtube.com/watch?v=n9msb8tTZ7c **Mid-term assignment due**
Week 8 **Mar 5-12**	Managerial Strategy Execution Weitzner, D. 2021. Connected Capitalism. Chapter 6. University of Toronto Press. Oberholzer-Gee, F. 2021. Eliminate Strategic Overload. Harvard Business Review, 99(3):88-97. Collis, David J. 2021. Why Do So Many Strategies Fail? Harvard Business Review, 99(4):82-93. Video: Why Strategy Execution Unravels and What to Do About It https://hbr.org/video/5143339694001/why-strategy-execution-unravelsand-what-to-do-about-it
Module 3: The Challenge of Change	
Week 9 **Mar 13-19**	Managing Curiosity Weitzner, D. 2021. Connected Capitalism. Chapter 7. University of Toronto Press. Thomke, S. 2020. Building a Culture of Experimentation. Harvard Business Review, 98(2):40-48. Francesca, G. 2018. The Business Case for Curiosity. Harvard Business Review, 96(5):48-57.
Week 10 **Mar 20-27**	Managing AI Babic, B., Chen, D.L, Evgeniou, T. & Fayard, A.L. 2020. A Better Way to Onboard AI. Harvard Business Review, 98(4):56-65. Iansiti, M. & Lakhani, K.R. 2020. Competing in the Age of AI. Harvard Business Review, 98(1), 60-67. Fountaine, T., McCarthy, B. & Saleh, T. 2019. Building the AI-Powered Organization. Harvard Business Review, 97(4): 62-73.
Week 11 **Mar 28-** **Apr 3**	Managing Change Weitzner, D. 2021. Connected Capitalism. Chapter 8. University of Toronto Press. Corritore, M., Goldberg, A. & Srivastava, S.B. 2020. The New Analytics of Culture. Harvard Business Review, 98(1):76-83. Groysberg, B., Lee, J., Price, J. & Cheng, J.Y. 2018. The Leader's Guide to Corporate Culture. Harvard Business Review, 96(1):44-52. Michels, D. & Murphy, K. 2021. How Good Is Your Company at Change? Harvard Business Review, 99(4):62-71. **Video:** The 8 Types of Company Culture

	https://www.youtube.com/watch?v=GtadBlEgHQ4
Week 12 **Apr 3-9**	Managing Innovation Weitzner, D. 2021. Connected Capitalism. Chapter 9. University of Toronto Press. Pisano, G.P. 2019. The Hard Truth about Innovative Cultures. Harvard Business Review, 97(1):62-71. Podolny, J.M. & Hansen, M.T. 2020. How Apple Is Organized for Innovation. Harvard Business Review, 98(6):86-95. Afeyan, N. & Pisano, G.P. 2021. What Evolution Can Teach Us About Innovation. Harvard Business Review, 99(5):62-72.

RELEVANT UNIVERSITY POLICIES

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://www.yorku.ca/secretariat/policies/document.php?document=69
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/

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://www.yorku.ca/univsec/policies/document.php?document=86

Reappraisals: 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. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. 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. For reappraisal procedures and information, please visit the Office of the Registrar site at:
http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy

Accommodation Procedures: LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit: http://ds.info.yorku.ca/academic-support-accomodations/

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. For more information on religious accommodation, please visit: https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs

Academic Accommodation for Students with Disabilities (Senate Policy)
The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder. For more information, please visit the Counselling and Disability Services website at http://www.yorku.ca/dshub/
York's disabilities offices and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit http://www.yorku.ca/altexams/
Please alert the Course Director as soon as possible should you require special accommodations.