

WEAP/ADMS 1010 3.00 SECTION A

EXPLORING THE FUNCTIONS OF BUSINESS

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

Summer 2025:

ONCA Note: *The midterm and final exams will take place on campus, in person.*

Instructor:

Troy Young
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Office Hours:

Upon Request

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. The course will challenge students to develop, articulate, and support their own thinking in relation to contemporary business issues. The course should 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 (<https://www.bookstore.yorku.ca/>); An eText is also available from the publisher, [Captus Press](#). Price: \$27.50.
2. Article and chapter readings as listed in the Course Calendar.
Available through the course website and York libraries

TECHNICAL REQUIREMENTS FOR TAKING THE COURSE

We may use several platforms in this course (e.g., eClass, Zoom, etc.) through which students will interact with the course materials, the course director/TA, as well as with one another. Please review

this syllabus to determine the class meeting format (in whole or in part), and how we will conduct office hours and presentations. In the first week of class, we will decide on the course's remaining presentation format.

ORGANIZATION OF THE COURSE and TECHNICAL REQUIREMENTS

This ONCA designated course is an online course with on-campus exams. There are both asynchronous and synchronous components:

1. Asynchronous components include:

- Weekly course modules:
 - The instructor will deliver the course content via weekly modules comprising video tutorials, slide presentations, posted readings, and supplementary materials (e.g. videos, news articles) etc.
 - This term we will use a weekly class time on Thursdays 19:00. The course will formally start on Thursday, May 8.

Course assignments

- You can complete asynchronous components on your own time and at your own pace, providing you meet all submission deadlines.

2. Synchronous components include:

- Exams: Midterm and final.

You are required to attend synchronous components at the time and location scheduled.

This course will utilize eClass as its primary delivery method. We will use Zoom for our weekly class time. Midterm and final exams will take place on campus, in person.

To fully participate in this course, you are required to:

- Engage with class modules and submit weekly assignments via eClass.
- Complete midterm and final exams on-campus, in-person.
- Coordinate remotely with group members to complete the group project.

To fully participate in this course, please ensure that you have the following tech capabilities:

- Stable, high-speed internet connection
- Computer with webcam and microphone, and/or smart device with the same

COURSE COMPONENTS & EVALUATION

Writing assignments	20%	Weekly
Midterm exam	25%	TBD
Group Project	20%	April 5
Final exam	35%	Final exam period April 8-25

Writing Assignments (20% of course grade)

These weekly assignments help you absorb the course material while improving the effectiveness of your writing. Submit one-page, single-spaced assignments; I will assess them for content, grammar, writing style, and formatting. I will explain the details in the class. The assignments are based on the weekly readings and are due 23:59 (11:59 PM) the day before the related lecture. You must upload assignments to the relevant eClass Dropbox. We calculate the 20% writing assignment grade 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 date will be determined. 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. I will provide additional details during the term.

Midterm exam conflicts and missed midterm exams

If you cannot 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 by email 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 notify the course director by email within forty-eight (48) hours of the exam. You do not need to submit an Attending Physician's Statement (doctor's note).
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.

The instructor will provide one opportunity to write a makeup midterm exam for students who miss the midterm exam for any reason. Submit written justification for missing the exam within three days; the course director or relevant office approves makeup exams. Approval to write a makeup midterm is at the discretion of the course director or relevant office. If approved, we will send you details regarding the time and/or location of your makeup exam. If you do not receive an acknowledgement of your request within a few days of submitting documentation, follow up with the course director. In all cases, it is the student's responsibility to proactively address a missed or alternate exam situation. There is only one opportunity to write a makeup exam. Students who write neither the regular nor makeup midterm exam as scheduled will receive a grade of zero (0) on this component. Grades will not be re-weighted to the final exam.

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. After the term drop date, you'll be in a randomly assigned group of about 5 students. 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. Group members should fairly and respectfully

manage all organizational and work assignment tasks. 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 Registrar will schedule the final exam during the final exam period—August 7-14. The format may include a combination of multiple choice, short/long written answer, and case-based questions.

Deferred Exam Requests: <https://www.yorku.ca/laps/sas/academic-resources/deferred-exam-requests/>

COURSE POLICIES

Late Assignments

Assignments not submitted as specified by the due date/time will receive a grade of zero. This is a firm policy for all students in all sections.

The only exception is for students who join the course after the start date, in which case you will have one week after you enroll to get caught up.

Grade Reappraisals

With sufficient academic grounds, students can request a reappraisal of their course grade. Students must submit a written reappraisal request to the course director within one week of receiving their grade, specifying (a) what they want 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 the student does not show sufficient academic grounds. 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

Include the following in emails to the course director (The course director will not respond to emails lacking this information).

- a professional greeting (e.g. Dear Professor X)
- your name and student number
- the course/section you are enrolled in

Before emailing, please review the FAQs below, which provide answers to common questions. If you email and don't receive a response, check here for the answer. The course materials (course outline, online materials) generally provide answers to simple questions addressable via email. If the FAQ information doesn't satisfy you, or if you have a more complex issue to discuss, please contact me.

FAQs (Frequently Asked Questions)

Do not email me these questions; the answers are here.

Q. When are the assignments due? (or, When is the midterm/final exam?)

A. All course information is posted on eClass. For weekly assignments, the dates are stated in the assignment dropboxes. We post everything you need to navigate the course on eClass. If you've really, truly searched, and still can't find what you're looking for, you can send an email.

Q. When are your office hours?

A. After class.

Q. Do I need an appointment to see you during office hours?

A. I meet with students after class.

Q. I have a class during office hours. Is it still possible to meet with you?

A. You have my class during office hours.

Q. My Turnitin score is X%. Is it too high? I'm worried. (or, What Turnitin score is too high?)

A. Turnitin scores show how much of your submission matches an external source. A high score does not necessarily mean you have plagiarized, providing you have properly cited any external work. The flip side is that a low score does not necessarily mean you are in the clear – a single sentence or key idea copied from someone else's work and represented as your own violates academic honesty policy. It's actually quite simple. If you...

1. do your own work, and
2. cite all external sources properly.

...you should have nothing to worry about. See additional info under Academic Honesty below.

Q. I missed the exam / have an exam conflict. What should I do?

A. Please see the course outline. Yes, this one.

Turnitin

In this course, we will screen all electronic submissions to eClass dropboxes using Turnitin before evaluating them. Turnitin is a plagiarism detection service that faculty use on a voluntary basis.

Additional student information can be found at https://lthelp.yorku.ca/assignments-students/submit-turnitin-assignment?from_search=58566697

IMPORTANT UNIVERSITY/LA&PS/SCHOOL REGULATIONS
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There are several 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)**

You can find complete details 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.). The appropriate university authorities will receive reports of all instances of academic dishonesty in this course, and these will be punished 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 ADMS 1010 students regret submitting work plagiarized from friends or online sources—changing a few words or the order of ideas does not make the submission original. 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/>

COURSE CALENDAR & READINGS**Lecture 1 Getting engaged: Introduction to critical thinking and 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*.](#)

Watch:

[Martin Parker on Business Schools: Shut Them Down!](#)

Lecture 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.

Lecture 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)

Lecture 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*.](#)

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.

Lecture 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](#)

[Ragan, C. \(2015: June 16\) Adam Smith's greatest legacy is his balanced approach. *The Globe and Mail*](#)

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:

[Behavioral Economics: Crash Course](#)

Recommended:

Video: [Thinking Fast and Slow \(Daniel Kahneman\)](#)

Video: [Predictably Irrational \(Dan Ariely\)](#)

Layard, P. R. G. (2005). *Happiness: Lessons from a new science*. New York: Penguin Press. (Chapter 9: Does economics have a clue?)

MIDTERM EXAM (TBD)

Lecture 6 Value measurement and intermediaries I (Accounting)

Dyer, L. (2019). Critical Thinking for Business Students. Captus Press. (Chapter 5: Causal claims)
Pucker, K. P. (2021). Overselling Sustainability Reporting. *Harvard Business Review*, 99(3), 134–143

Recommended:

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

Lecture 7 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)

Watch:

[Crash Course: Money and Finance](#)
[Bank of Canada: Count on Us](#)

Recommended:

Video: [What is Economic Value \(Mazzucato TED Talk\)](#):
Film: *The Big Short* (2015); Available through York Libraries at [Criterion-on-Demand](#)
Film: *Inside Job* (2010); Available through York Libraries at [Criterion-on-Demand](#)

Lecture 8 Value chains (Management science; Operations & Supply chain management; International business)

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:

Film: *Modern Times* (Charlie Chaplin, 1936); Available through York Libraries at [Kanopy](#)

Lecture 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.

Watch:

[What Money Can't Buy \(Michael Sandel\)](#)
[Drive \(Daniel Pink\)](#)
[The Economics of Happiness \(Crash Course\)](#)

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](#)

Lecture 10 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:

[The Explainer: Don't Just Sell Stuff — Satisfy Needs \(Marketing Myopia\)](#)

Lecture 11 Business for the future

[Alperovitz, G. \(2011, May 25\). The New-Economy Movement.](#)

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 won't be tested, but they offer additional insight into the course learning objectives.*