



FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES
SCHOOL OF ADMINISTRATIVE STUDIES

AP/ADMS1000

INTRODUCTION TO BUSINESS

SUMMER 2026 – SECTION D (ONLN 01)

COURSE OUTLINE¹

SECTION INFORMATION

| | |
|---------------------------|---|
| Course Director: | Natalie Guriel, BA, MMPA, C.Mgr, CPA, CMA, CITP |
| Email: | nguriel@yorku.ca and nguriel@yahoo.ca |
| Timing of Course Content: | 100% Online Asynchronous + 5 Zoom meets |
| Virtual Office Hours: | Fridays 9am or by appointment (email professor) |
| Course Web Site: | eclass.yorku.ca (Moodle) |

This section of the course is offered as a **100% online asynchronous class format**. There are no scheduled lectures at set, specific times. Lecture portions will be provided via **pre-recorded lectures** delivered weekly as indicated on the course website and in the schedule portion of the course outline. Students are encouraged to progress in the course weekly, and to attend **5 online live sessions/lectures via Zoom** per the course schedule. Check out this outline and updates posted to the section website for information.

Internet access will be required for full access to course resources available on eClass. The course text is available for purchase in digital format only. All coursework submissions will be **online** through eClass (including Turnitin). **All exams** will be **online** (see schedule further down on this outline) and students are expected to be available to write the exams **online** as scheduled.

Have a great term!

Keep up with York U updates: <https://yubettertogether.info.yorku.ca/category/students/>

IMPORTANT NOTES

- ▶ **Take care of yourself:** <https://counselling.students.yorku.ca/>
- ▶ **Communication with the Course Director:** Please include your full name, student number, and the course/section enrolled in. Proper conduct of behaviour is expected.
- ▶ **About course registration:** Please direct all registration questions to the main office of the School of Administrative Studies <https://www.yorku.ca/laps/sas/contact/> Email: apsas@yorku.ca
- ▶ Course Directors (instructors) **cannot enroll or approve** your enrollment to the course. If the section is full, the best strategy to enroll in the class is to visit the online course registration system regularly until a space becomes available. Students must keep up with the course submission deadlines regardless of timing of enrolment; no make-up assignments/submissions will be offered.

¹ This outline is subject to change as deemed necessary by the Course Director.

COURSE REQUIREMENTS FOR ONLINE RESOURCES:

Several online platforms will be used in this course (e.g., eClass (Moodle), Zoom, etc.) through which students will interact with the course materials, the Course Director, as well as with one another.

All course materials will be posted **online** on Eclass/Moodle the course page, as well as Course Announcements and other important course information.

Therefore, students are **required** to have access to minimum **technology** requirements in order to complete these submissions. Students are expected to ensure that they have a **stable and reliable internet connection** to submit coursework and to write exams.

TECHNICAL REQUIREMENTS & SUPPORT:

For this **100% online course**, it is the student's responsibility to ensure that you have access to a stable, higher-speed Internet connection and an appropriate computer/device that can support your learning. Please note that smartphones/smart devices apps (such as the eClass/Moodle apps) may have different/limited functionality compared to their use on a laptop or desktop. A webcam/camera and microphone is required for certain communication.

Check out these links for e-learning information and quick help:

- **LA&PS Resources:** <https://going-digital.laps.yorku.ca/student-resources/>
- **York U's Student Guide to eLearning:** <http://elearning-guide.apps01.yorku.ca/>
- **Student Guide to eClass:** <https://lthelp.yorku.ca/student-guide-to-eclass>
- **Zoom meeting etiquette:** <https://lthelp.yorku.ca/zoom-meeting-etiquette>

Additional computing support:

- Computing for Students Website: <https://student.computing.yorku.ca/>
- UIT laptop borrowing program: <https://www.library.yorku.ca/web/ask-services/printing-and-computing/computing/laptop-borrowing/> (if still available)
- Check your internet connection speed: www.speedtest.net

COURSE DESCRIPTION & PREREQUISITES

The broad aim of this course is to provide insight into the fundamental challenges that all organizations must address in order to succeed. Our study is divided into two parts: the internal environment of business and the external environment. "Inside the organization", we will examine: (1) the management of employees, (2) organizational governance & structure and (3) strategy & strategic decision making. "Outside the organization", we will examine the central forces that impact business, including technological, global, political, and societal & sustainability factors. Prerequisites: None.

COURSE OBJECTIVES

1. To examine the most significant internal challenges that organizations must address in order to succeed.
2. To explore the external environment of business and its implications.
3. To understand the challenges & opportunities facing business – both in Canada and globally.
4. To encourage critical thinking regarding issues that impact organizations.

These objectives will be accomplished through lectures, discussions, and exercises.

REQUIRED COURSE TEXT

eBOOK

ADMS 1000 – Summer 2026 COURSE PACKAGE**E-Book *BUSINESS IN CANADA & ACROSS THE WORLD: A STUDENT'S GUIDE & CURRENT ISSUES IN BUSINESS* (“CIB”)**

Publisher: Captus Press 2026

Previous editions of the texts/readings are **not** applicable.**Textbook Price:** \$92.50 (\$CDN) (Non-printable, digital rental copy only).**Available at:** Captus Press Publishers**Website:** <https://forward.captus.com/YorkU/ADMS1000-F/SitePages/default.aspx>**Telephone:** 416-923-2324 - Outside the Toronto area - 1-800-387-1311**E-mail:** support@captus.com

(Please note : The Ebook is digital and provided by a third-party provider and therefore, is not available at the York University Bookstore.)

COURSE EVALUATION

| | | | |
|-------------------------------|-----|---|--|
| Online Activities | 10% | Ten (10) out of Twelve (12) online activities (1% each), Due Fridays before 11:59pm (Toronto time) | Submit online on eClass (no late submissions) |
| Midterm Exam#1 (Case Exam) | 15% | Case Available: TUESDAY, May 19, 2026 Exam Date: Sunday, May 24, 2026 10:00 to 11:30am (Toronto time) Additional details TBA. | Submit online on eClass (through Turnitin). Duration: 1.5 hours (no late submissions) |
| Midterm Exam#2 | 35% | Date: Sunday, June 14, 2026 6:00pm to 8:30pm (Toronto time) | Timed Online exam (Duration 2.5 hrs) (no late submissions) |
| Final exam | 40% | TBA. August 2026 Formal Examination period (August 6 – 13, 2026.) | Timed Online exam (Duration 3 hrs) (no late submissions) |

ONLINE ACTIVITIES (10% of the course grade)

You are expected to complete **10 of 12 online activities during the course**. There are **12** weekly Online Activities scheduled and you must submit **10** of them to achieve the full value of this component.

- **Each Online Activity is due no later than Friday 11:59pm of that session’s week** (see dates in the weekly table).
- Each Online Activity is worth 1% of the course grade to a total of 10% of the final course grade. It is a good practice to submit online activities earlier in the week, **in advance** of the deadline to avoid any unexpected last-minute issues.
- **No late submissions** of online activities will be accepted for **any reason**. Online Activities that are not submitted by the due date/time will receive a grade of zero. No makeup opportunities will be provided.
- **Online Activities questions and requirements:** Online Activities will be multiple-choice questions. The questions will be available well in advance of their due date. All submissions will be done online through the course website by the deadline. **No extensions will be allowed for any reason.** Check out additional detail and clarification on your section’s website.
- Students are expected to adhere to standards of academic honesty, as usual.

MIDTERM EXAM#1 (CASE EXAM) (15% of the course grade)

Date: **Sunday, May 24, 2026 – 10:00 to 11:30am (EDT) (Toronto time)**

Duration: **1.5 hours (or 90 minutes)**

Location: **Online**

Format and Coverage: The exam is based on content covered in **Sessions 1-3** (lectures, readings, and online activities up to and including **Session 3**). This is a timed **online exam**.

This is **not** an open-book exam. (ADMS 1000 course materials **only** are allowed). Additional exam information to be announced. (TBA)

Academic Honesty:

Students are expected to adhere to the strict exam rules and academic integrity standards of York University.

Turnitin will be used to submit all exams to detect copied work. Any copied and plagiarized work will be investigated by the university and could result in an exam mark of zero (0).

Students who have any questions, should contact their Instructor before the exam.

Missed Midterm Exams:

For students who miss Midterm Exam#1 **for any reason** will have their exam weighting (15%) added to their next exam Midterm Exam#2.

You will be required to submit written justification **by email to your Instructor** for why the exam was missed within 48 hours.

Accessibility Accommodations for the Midterm Exam:

If you are registered with Accessibility Services and are seeking alternate exam accommodation (including extra time), please inform your Course Director ASAP, **but no later than three (3) weeks (21 days) before the scheduled midterm examination date**. Please attach your LOA (Letter of Accommodation) to the request. If the accommodation is provided through the Alternate Exam office, please follow the timeline and procedures of that office in a timely fashion:

<https://altexams.students.yorku.ca/request-an-accommodated-exam>

Students are responsible for making their alternative exam requests and following up to ensure their exams have been set up correctly.

Any requests to reschedule an alternate exam must be submitted promptly to the main office (apsas@yorku.ca), cc'ing the Course Director (please do not include picture attachments). In all cases it is the **student's responsibility** to proactively address a missed or alternate exam situation.

MIDTERM EXAM#2 (35% of the course grade)

Date: **SUNDAY, June 14, 6:00pm to 8:30pm (EDT) (Toronto time)**
(outside the normal class time)

Duration: 2.5 hours.

Location: Online

Format and Coverage: The exam is based on content covered in **Sessions 1-5 (lectures, readings, and online activities)** up to and including **Session 5**, as well as the review of **Midterm Exam 1 (Case exam)**. This is a **timed online exam**.

This is not an open-book exam. (ADMS 1000 course materials **only** are allowed). Additional exam information TBA.

Academic Honesty:

Students are expected to adhere to the strict exam rules and academic integrity standards of York University.

Turnitin will be used to submit all exams to detect copied work. Any copied and plagiarized work will be investigated by the university and could result in an exam mark of zero (0).

Students who have any questions, should contact their Instructor before the exam.

Missed Midterm Exams

Students who miss Midterm exam#2 will be required to submit written justification **by email to their Instructor** for why the exam was missed **within 48 hours** (please do not include picture attachments, only pdf). Approval to write a makeup is at the discretion of the course director or relevant office. Documentation to support your request is required. 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 your request, you should respectfully follow up with the course director to ensure your message was received. 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.

Midterm Exam Schedule Conflicts

Students who are unable to write the regularly scheduled midterm exam due to a schedule conflict (e.g. religious accommodations; YU sports team participation, another YU exam), may request to write the make-up midterm examination. Such request must be done **in advance**. You must notify the course director of the conflict in writing, **at least two (2) weeks (14 days) before** the scheduled midterm examination date. Please provide full details regarding the conflicting event (date, time, location, provide link if available) and relevant contact where applicable (e.g. faith leader, coach, course director) (please do not include picture attachments, only pdf). Approval to write a makeup is at the discretion of the course director or relevant office. 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.

Accessibility Accommodations for the Midterm Exam

If you are registered with Accessibility Services and are seeking alternate exam accommodation (including extra time on a timed online examination), please inform your Course Director ASAP, **but no later than three (3) weeks (21 days) before the scheduled midterm examination date**. Please attach your LOA (Letter of Accommodation) to the request. If the accommodation is provided through the Alternate Exam office, please follow the timeline and procedures of that office in a timely fashion:

<https://altexams.students.yorku.ca/request-an-accommodated-exam>

Any requests to reschedule an alternate exam must be submitted promptly to the main office (apsas@yorku.ca), cc'ing the Course Director (please do not include picture attachments). In all cases it is the **student's responsibility** to proactively address a missed or alternate exam situation.

FINAL EXAM (40% of the course grade)

Date: During the formal examination period (**August 6 - 13, 2026**), as scheduled by the Registrar's Office.

Duration: **3.0 hours.**

Location: **Online, timed exam** (details TBA, see Turnitin notes below)

Format and Coverage: This is expected to be a **non-cumulative exam**, based on content covered **from session 7 onwards** (after the midterm exam). This is a **timed online exam**.

This is not an open-book exam. (ADMS 1000 course materials **only** are allowed). Additional exam information TBA.

Academic Honesty:

Students are expected to adhere to the strict exam rules and academic integrity standards of York University.

Turnitin will be used to submit all exams to detect copied work. Any copied and plagiarized work will be investigated by the university and could result in an exam mark of zero (0).

Students who have any questions, should contact their Instructor before the exam.

Please note that if you do not write the final exam, you will receive a grade of zero on the exam unless you are approved for a deferred final exam.

Deferred Final 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. Deferred standing requests for ADMS courses should follow the procedure and registration outlined here:

<https://www.yorku.ca/laps/sas/academic-resources/deferred-exam-requests/> ALL deferral concerns should be addressed to the main office (apsas@yorku.ca). Students who are ill will be required submit an **Attending Physician's Statement** (a special York form to be signed by a doctor) in support of a request for deferred standing or petitions.

Final Exam Schedule Conflicts

Please refer to the Registrar's Office website.

<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/DirectAction/ExamConflicts>

Accessibility Accommodations for the Final Exam

If you are registered with Accessibility Services and are seeking alternate exam accommodation (including extra time), please inform your Course Director ASAP, **but no later than three (3) weeks (21 days) before the scheduled final examination date**. Please attach your LOA (Letter of Accommodation) to the request. If the accommodation is provided through the Alternate Exam office, please follow the timeline and procedures of that office in a timely fashion (<https://altexams.students.yorku.ca/request-an-alternate-exam>). Any requests to reschedule an alternate exam must be submitted promptly to the main office (apsas@yorku.ca), cc'ing the Course Director (please do not include picture attachments). In all cases it is the **student's responsibility** to proactively address a missed or alternate exam situation.

IMPORTANT SCHOOL AND UNIVERSITY POLICIES & INFORMATION

ACADEMIC HONESTY & INTEGRITY

Academic Honesty: Students are reminded to maintain standards of academic integrity to the highest extent possible. Common examples of breaches of academic honesty and integrity include cheating, plagiarism, falsification, and aiding and abetting others in such activities. **Please familiarize yourself with the meaning of academic integrity at York** by completing the interactive on-line Tutorial for students at:

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

Suspected breaches of academic honesty will be investigated and pursued; significant penalties will be applied when a breach has been found to have occurred.

Following these simple rules will help you avoid breaches of academic honesty:

- Complete your work well in advance of the deadline
- Write your entire work yourself (each and every word!) from the ground up
- DO NOT: “consult” others or search online for “ideas”
- DO NOT use tutoring or editing services to prepare your work

The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. As per the Policy, “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”. Please familiarize yourself with York’s Senate Policy Academic Honesty:

<http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Turnitin: To promote academic integrity in this course, **students will normally be required to submit their written work through Turnitin** (via the course Moodle) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University’s use of the Turnitin service are described on the Turnitin.com website.

SUPPORT

Getting support when you need it: Following is a selection of resources (academic and non-academic):

- LA&PS Student Resources: <https://going-digital.laps.yorku.ca/student-resources/>
- Learning Skills Services: <http://lss.info.yorku.ca/>
- Learning Commons: <http://learningcommons.yorku.ca/>
- Writing Centre: <http://writing-centre.writ.laps.yorku.ca/>
- ESL Open Learning Centre: <http://eslolc.laps.yorku.ca/>
- Student Accessibility Services: <http://accessibility.students.yorku.ca/>
- Student Counselling & Development: <https://counselling.students.yorku.ca>
- Mental Health and Wellness at York: <http://mhw.info.yorku.ca/>
- Sexual Violence Response & Support: <http://thecentre.yorku.ca/>
- Community Safety: <https://safety.yorku.ca/>
- Office of Student Community Relations: <http://oscr.students.yorku.ca/>
- York International: <https://yorkinternational.yorku.ca/> (see special COVID-19 tab)
- My Online Services: <https://myonlineservices.students.yorku.ca/>
- Manage your Academic Record: <http://myacademicrecord.students.yorku.ca/>
- Additional LA&PS student resources: <http://laps.yorku.ca/student-resources/>

For **important sessional dates**, please refer to: <http://registrar.yorku.ca/enrol/dates/>

Academic Accommodation for Students with Disabilities: Accommodation and support for students with learning, mental health, physical, sensory, or medical disabilities is guided by the principles laid out in [York's Policy on Academic Accommodation for Students with Disabilities](#):

Students who seek such accommodation for their academic studies must be registered with **Student Accessibility Services**. This office arranges for academic accommodations and provides support to students with documented disabilities on the Keele Campus. Registered students will receive a Letter of Accommodation (LOA), outlining the nature and recommendation of their accommodation. To register with Student Accessibility Services, visit <https://accessibility.students.yorku.ca>.

Once registered with Student Accessibility Services, students are responsible to arrange for their accommodation in advance and in a timely fashion, based on the accommodations suggested in their letter of accommodation. Accommodations provided shall be consistent with the guidelines established in York's policy, preserving the academic integrity of the curriculum and the academic standards of courses and programs.

- **Exams, when relevant:** Refer to the midterm and final examination section on this outline for specific Winter 2024 information.
- **Other components and aspects, when relevant:** Please inform the Course Director of your accommodation letter immediately upon the start of the course. Please note that this notice is needed so that reasonable steps for accommodation can be made.

Accommodations provided shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses.

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. **Students seeking religious accommodation should pursue their request in timely fashion.** For deadlines and additional information on religious accommodation, please visit: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>




Grading Scheme and Feedback Policy: For more information on the Grading Scheme and Feedback Policy, please visit: <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>



Reappraisals: After course grades have been released, 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. Reappraisals of final course grades (including final exams viewing) should be done through the main office of the School of Administrative Studies, 282 Atkinson). 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.**




Services for Mature and Part-time Students: The Atkinson Centre for Mature and Part-time Students (ACMAPS) maintains and strengthens York University's ongoing commitment to welcome and to serve the needs of mature and part-time students. For further information and assistance visit: <http://acmaps.info.yorku.ca/>




COURSE SCHEDULE & DUE DATES






PART I: AN INTERNAL GUIDE TO BUSINESS










| DATES | DETAILS | READINGS & PREPARATION | DATES AND SUBMISSIONS |
|---------------------------|---|--|--|
| May 4 – May 10 | SESSION 1: INTRODUCTION Learning Goals: The aim is to introduce the framework for this course: The first half of this course considers the internal environment of business – governance, structure, managing people, business strategy. The second half of this course examines 6 central environmental factors: economic, technological, globalization, political, societal, sustainability. | Readings: (ebook) <ul style="list-style-type: none"> • Introduction; Course Advice; Case Advice. • Discussion Case: <i>Hudson's Bay</i> | <div style="display: flex; flex-direction: column; gap: 10px;"> <div style="display: flex; align-items: center;">  <div style="background-color: #e0f7fa; padding: 5px; border: 1px solid #00796b; color: white;"> Zoom Meet#1 - Intro Friday May 8, 9am </div> </div> <div style="display: flex; align-items: center;">  <div>Asynchronous Content</div> </div> <div style="display: flex; align-items: center;">  <div style="background-color: #fff9c4; padding: 5px; border: 1px solid #ffc107; color: black;"> Online Activity #1 due: Friday, May 8 (11:59pm Toronto time) </div> </div> </div> |









| DATES | DETAILS | READINGS & PREPARATION | DATES AND SUBMISSIONS |
|-------------------------------|--|--|---|
| <p>May 11 – May 17</p> | <p>SESSION 2: MANAGING PEOPLE</p> <p>Learning Goals: The aim of this session is to achieve an understanding of the roles of managers in the workplace. We will examine the fundamental philosophies underlying different management styles. You will become familiar with the classical approaches and the behavioural approaches to management.</p> | <p>Readings: (ebook)</p> <ul style="list-style-type: none"> • Chapter 1 • Discussion Case: <i>Dr. Oetker Pizza</i> | <div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="background-color: #00FFFF; padding: 5px; text-align: left;"> <p>Zoom Meet#2 – Midterm Exam 1 Review Friday, May 15 9am [Case Available Tues May 19]</p> </div> </div> <div style="margin-bottom: 10px;"> <p>Asynchronous Content</p> </div> <div style="display: flex; align-items: center;">  <div style="background-color: #FFFF00; padding: 5px; text-align: left;"> <p>Online Activity #2 due: Friday, May 15 (11:59pm Toronto time)</p> </div> </div> </div> |

| DATES | DETAILS | READINGS & PREPARATION | DATES AND SUBMISSIONS |
|-----------------------|---|---|---|
| May 18– May 24 | <p>SESSION 3: STRUCTURE & GOVERNANCE</p> <p>Learning Goals: The aim of this session is to examine some of the approaches that organizations have adopted with regard to structure and design. We will consider more generally the question, “What determines how an organization is designed?”. In addition, we consider the fundamentally different forms of business as well as the notion of governance.</p> | <p>Readings: (ebook)</p> <ul style="list-style-type: none"> • Chapters 3 & 4 • Discussion Case: <i>Google</i> <p>Readings: (Current Issues ebook)</p> <ul style="list-style-type: none"> • Chapter 1 | <p> Midterm Exam 1: Case Available: Tues May 19, 2026 Time: 9am</p> <p></p> <p> Online Activity #3 due: Friday, May 22 (11:59pm Toronto time)</p> |
| | Monday, May 18, 2026 – Victoria Day (Canadian Statutory Holiday. No classes.) | | |
| MIDTERM EXAM#1 | Case Available on Tuesday, May 19, 9:00am → → → Exam on: Sunday, May 24, 2026 10:00am-11:30am (Toronto time) | | |

| DATES | DETAILS | READINGS & PREPARATION | DATES AND SUBMISSIONS |
|--------------------|---|---|--|
| May 25 – May 31 | <p>SESSION 4: STRATEGIC MANAGEMENT</p> <p>Learning Goals: The ability to respond effectively to the business environment is the fundamental challenge of strategic management. The aim of this session is to identify the forces that shape industry structure and consider how they influence business and corporate level strategies.</p> | <p>Readings: (ebook)</p> <ul style="list-style-type: none"> • Chapter 5 • Discussion Case: A&W <p>Readings: (Current Issues ebook)</p> <ul style="list-style-type: none"> • Chapter 2 | <p> Midterm Exam 1: Sunday, May 24, 2026, Time: 10am-11:30am (1.5 Hours)</p> <p> Asynchronous Content</p> <p> Online Activity #4 due: Friday, May 29 (11:59pm Toronto time)</p> |

| DATES | DETAILS | READINGS & PREPARATION | DATES AND SUBMISSIONS |
|--|--|--|--|
| <p>June 1 – June 7</p> | <p>SESSION 5a: STRATEGIC DECISION MAKING</p> <p>Learning Goals: The success or failure of any organization ultimately is tied to the quality of the organization’s strategic decisions. This chapter is intended to offer a framework for understanding the process of strategic decision making and to draw attention to the biases that influence the wisdom of strategic decision-makers.</p> | <p>Readings: (ebook)</p> <ul style="list-style-type: none"> • Chapter 6 • Discussion Case: <i>Blackberry</i> <p>Readings: (Current Issues ebook)</p> <ul style="list-style-type: none"> • Chapter 3 | <div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="background-color: #ADD8E6; padding: 5px; text-align: left;"> <p>Zoom Meet#3 Midterm Exam#1 Take-Up & Midterm Exam#2 Review Fri. June 5, 9am</p> </div> </div> <div style="display: flex; align-items: center; margin-bottom: 10px;">  </div> <div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="background-color: #FFFF00; padding: 5px; text-align: left;"> <p>Online Activity #5 due: Friday, June 5 (11:59pm Toronto time)</p> </div> </div> </div> |
| <p>June 8 – June 14</p> | <p>SESSION 5b: REVIEW</p> <p>Review and prep for midterm exam.</p> | | <div style="display: flex; flex-direction: column; align-items: center;"> <div style="display: flex; align-items: center; margin-bottom: 10px;">  <div style="background-color: #ADD8E6; padding: 5px; width: 150px; height: 20px;"></div> </div> <ul style="list-style-type: none"> • Asynchronous Content <div style="display: flex; align-items: center; margin-top: 10px;">  <div style="background-color: #FFFF00; padding: 5px; text-align: left;"> <p>Online Activity #6 due: Friday, June 12 (11:59pm Toronto time)</p> </div> </div> </div> |
| <p>MIDTERM EXAM#2</p> | <p>Sunday, June 14, 2026 – 6:00pm to 8:30pm (Toronto Time)</p> | | |
| <p>Summer Reading Week (June 16-19)</p> | | | |

| DATES | DETAILS | READINGS & PREPARATION | DATES AND SUBMISSIONS |
|---|---|---|--|
| PART II: AN EXTERNAL GUIDE TO BUSINESS | | | |
| LECTURE | DETAILS | READINGS & PREPARATION | DATES AND SUBMISSIONS |
| June 20 – June 28 | SESSION 7: ECONOMIC ENVIRONMENT Learning Goals: The economic environment acts as a strong influence on the present and future prospects of any organization. Our aim will be to develop a better understanding of the nature of the economic environment. We will identify four types of economic systems and explore the system within which Canadian business operates. | Readings: (ebook) <ul style="list-style-type: none"> • Chapter 7 • No case assigned Readings: (Current Issues ebook) <ul style="list-style-type: none"> • Chapter 4 |  Asynchronous Content   Online Activity #7: Friday, June 26 (11:59pm Toronto time) |
| June 29 – July 5 | SESSION 8: TECHNOLOGY & INDUSTRY EVOLUTION Learning Goals: We will examine how technology impacts industry life cycles. We will also consider how competitors behave throughout the evolution of an industry. This leads to a better understanding of the turbulence we have witnessed in a number of industries in recent years and how technology has destroyed some businesses while creating new ones. | Readings: (ebook) <ul style="list-style-type: none"> • Chapter 8 • Discussion Case: <i>Uber</i> Readings: (Current Issues ebook) <ul style="list-style-type: none"> • Chapter 5, 6 |  Asynchronous Content   Online Activity #8 due: Friday, July 3 (11:59pm Toronto time) |
| July 6 – July 12 | SESSION 9: CANADIAN BUSINESS IN THE GLOBAL MARKET Learning Goals: We will examine different types of global business activity, including the growth of multinational corporations and identify the fundamental driving forces behind globalization. We will explore the rationale behind international trade and protectionism. The implications of foreign ownership and trade will also be addressed. | Readings: (ebook) <ul style="list-style-type: none"> • Chapter 9 • Discussion Case: <i>Toyota in Ontario</i> |  Zoom Meet#4 Midterm Exam#2 Take-Up Fri. July 10, 9am  Asynchronous Content  Online Activity #9 due: Friday, July 10 (11:59pm Toronto time) |

| DATES | DETAILS | READINGS & PREPARATION | DATES AND SUBMISSIONS |
|----------------------|--|--|---|
| July 13 – July 19 | SESSION 10: BUSINESS & POLITICS IN CANADA Learning Goals: We will explore government's relationship with business stemming from its roles as both guardian of society and guardian of business. We will examine the trend toward reduced government involvement in the business sector. We will discuss the impact of government actions on business with special attention given to issues such as government subsidies, privatization and deregulation. | Readings: (ebook) <ul style="list-style-type: none"> Chapter 10 Discussion Case: <i>Canadian Dairy Industry</i> Readings: (Current Issues ebook) <ul style="list-style-type: none"> Chapter 7 |  Asynchronous Content   Online Activity #10 due: Friday, July 17 (11:59pm Toronto time) |
| July 20 – July 26 | SESSION 11: BUSINESS AND SOCIETY Learning Goals: We define and discuss the notion of corporate social responsibility and analyze the debate regarding what role business should play in society. This session also examines the importance of sustainability and the benefits and challenges it presents to business. | Readings: (ebook) <ul style="list-style-type: none"> Chapters 11 & 12 Discussion Case: <i>Canada Goose</i> Readings: (Current Issues ebook) <ul style="list-style-type: none"> Chapter 8 |  Zoom Meet#5 Final Exam Review Fri. July 24, 9am Asynchronous Content   Online Activity #11 due: Friday, July 24 (11:59pm Toronto time) |
| July 27 – Aug 2 | SESSION 12: WRAP UP & FINAL EXAM REVIEW *Last day of classes – Tuesday, August 4 | <i>Practice cases will be used</i> |   Online Activity #12 Friday, July 31 (11:59pm Toronto time) |
| FINAL | During the formal Summer examination period – August 6-13, 2026 | | |

Have a Great Term!!!