WEAP/ADMS 1010 3.00 SECTION E
EXPLORING THE FUNCTIONS OF BUSINESS

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

Fall 2026:
Section E, Thursday at 2:30 am, Keele Campus VH D

Please note: This is the required textbook for the course. It is available at the bookstore for $27.50. https://campus.bookstore.yorku.ca/Critical-Thinking-For-Business-Students-3Rd

Instructor:
Troy Young
tyoung@attractionsontario.ca

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 directly 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

YORK UNIVERSITÉ UNIVERSITY

TECHNICAL REQUIREMENTS FOR TAKING THE COURSE

Several platforms may be used 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 how the class meets (in whole or in part), and how office hours and presentations will be conducted.

ORGANIZATION OF THE COURSE and TECHNICAL REQIQUIREMENTS

The instructor teaches this course at the Keele Campus in room VH D on Thursdays starting at 2:30 9m. If there is a change, we will notify you of how we will proceed then.

The instructors expect your presence in all scheduled classes at the set time.

COURSE COMPONENTS & EVALUATION

Writing assignments	20%	Weekly starting September 16
Midterm exam	25%	October 18
Group Project	20%	December 3
Final exam	35%	Final exam period December 10-23

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 are due 23:59 (11:59 PM) the night before the scheduled lecture. Assignments must be uploaded to the relevant eClass drop box. The 20% writing assignment grade is broken down 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 will include a combination of multiple-choice and case-based questions. Additional details will be provided 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 accommodations, 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.

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. Approval to write a makeup midterm is at the discretion of the course director or the relevant office. If you are approved to write, you will be sent details regarding the time and/or location of your makeup. 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 the makeup midterm exam as scheduled will receive a grade of zero (0) on this component. Grades will not be reweighed 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. 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 scheduled by the Registrar during the final exam period, December 10-23. The format will include a combination of multiple-choice 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 they will have one week after they enroll to catch up.

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

Communication with Course Director

Emails to the course director must include the following (emails not containing this information will not be responded to):

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

Before emailing, please review the FAQs below, which provide answers to common questions. If you email and don't receive a response, it's likely that the answer is provided here. In general, answers to simple questions that can be addressed by email are provided in the course materials (course outline, online materials). If you are not satisfied with the information in the FAQ or have a more involved issue you'd like to discuss, please come see me during office hours.

FAQs (Frequently Asked Questions)
Please do not email me the following questions, as the answers are provided 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. In general, everything you need to navigate the course should be posted 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. Immediately after class or a by-appointment Zoom meeting.

Q. My Turnitin score is X%. Is it too high? I'm worried. (or, What Turnitin score is too high?)
A. Turnitin scores indicate how much of your submission matches an external source. A high score does not necessarily mean you have plagiarized, provided 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 information 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, all electronic submissions to eClass drop boxes 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://lthelp.yorku.ca/assignments-students/submit-turnitin-assignment?from_search=58566697

IMPORTANT UNIVERSITY/LA&PS/SCHOOL REGULATIONS

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)**

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 may 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 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/

COURSE CALENDAR & READINGS

Lecture 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.*

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 will not be specifically tested but will provide additional insight related to the course learning objectives.*