York University
Faculty of Liberal Arts and Professional Studies
School of Administrative Studies
Fall 2026
AP/ADMS 3900 A & B 3.0
The Practice of General Management

Term: Fall 2026, asynchronous online course

Course Director: Jason Yarmolinsky
Email: jyarmol@yorku.ca
Office Hours: Thursdays 12:00-13:00 online, or by appointment in person/virtually please email for availability.

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 or other websites for free. The exceptions are the book *Think Like a Human*, which is available for purchase through the bookstore or online, and the simulation, which must be purchased from the Harvard website.

The instructor will post 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. The instructor will also host real-time meetings where the course material will be discussed in an interactive manner. Attending these synchronous sessions is not mandatory. The dates and times of these meetings will be determined with the class based on participant availability.

PREREQUISITES: ADMS 2400

REQUIRED TEXT

Weitzner, D. 2025. *Think Like a Human: The Power of Your Mind in an Age of AI.* Toronto: Harper Collins – ISBN 978-1443472098. Hard copies available through the York Bookstore. Hard, e-copies and audio copies available via Amazon, Indigo, Audible, etc. Hardcopy**: $24.99 + HST.**

Hubro Simulation – $54.60: https://hbsp.harvard.edu/import/1446514

CONTACTING THE INSTRUCTOR AND SYNCHRONOUS MEETINGS

Students should email the instructor with any questions or concerns and can expect a response within 48 hours. Students may also meet with the instructor during office hours (Thursdays, 12:00 to 1:00 p.m.) or by appointment arranged via email.

The instructor will hold two optional synchronous review sessions during the course: one before the midterm and one before the final assignment is due. Details regarding the dates and times will be provided in class.

COURSE EVALUATION

Please note that late assignments will not be accepted.

Simulation: 35%
Assigned Week 2 and Due Weeks 3-12: Hubro Simulation

Students are required to complete the simulation over ten rounds weekly between weeks 3-12. Each round will take approximately 1 hour. Each round must be completed in the week it was assigned and due on the Monday as stated below; this simulation cannot be completed earlier, later, or in multi-round segments. Your score will be assigned to you by the simulation based on task completion, time spent, R&D value, net profit margin, and return on assets. Please note: Late registration is not technically possible. If you do not start the simulation on time (i.e. prior to the W3 deadline), you will not be admitted and will get a 0 on this component.

Midterm assignment – 35%
Assigned and Due Week 7

The midterm assignment will consist of 10 short-answer questions. It will take approximately 2 hours to complete, but students will be given 24 hours. The assignment will be released on Tuesday, October 27 and due by 23:59.

Consistent with course policies, students are not permitted to use generative artificial intelligence (AI) for this assignment. This includes AI tools, such as Microsoft Copilot, ChatGPT, DALL-E, translation software or similar applications.

Students must submit their own independent work and should not work together or correspond with classmates on October 27th. This includes participation in course discussion boards, WhatsApp groups etc.

Final group presentation - 30%
Assigned Week 8 and Due Week 12

Students will be placed into groups of approximately 8 members in Week 8. Each group will be provided with a unique prompt related to recent business events. They will respond to the prompt in

a recorded presentation of approximately 20-25 minutes in length, using ideas from *Think Like a Human* and other course readings specified in the prompt. All group members will not necessarily receive the same grade as grades will be assigned based on individual performance in the presentation. Therefore, it is essential that every group member presents and is allocated an equal amount of time.

COURSE OUTLINE

Module 1: Purpose, Principles, and Leadership	
Week 1 **Sept 8**	Managing with Purpose Weitzner, D. 2025. Think Like a Human. Introduction and Chapter 1. Harper Collins. Weitzner, D. 2022. Manage or Co-create? Time to Choose. European Business Review, Nov. 24. Weitzner, D. 2024. Maybe We Need to Say Less About Ethics. Psychology Today, October 6.
Week 2 **Sep 14**	Responsible Management Weitzner, D. 2025. Think Like a Human. Chapters 2 and 3. Harper Collins. Weitzner, D. 2023. Re-Imagining Interdependence. Psychology Today, October 6. Weitzner, D. 2022. Three Ways Companies are Getting Ethics Wrong. MIT Sloan Management Review, 64(1), 1-3. Weitzner, D. & Deutsch, Y. 2023. *Harm Reduction, Solidarity, and Social Mobility as Target Functions: A Rortian Approach to Stakeholder Theory*. Journal of Business Ethics, 186: 479-492. **Start simulation R1**
Week 3 **Sep 21**	Sustainable Management Weitzner, D. 2022. Patagonia's grand gesture sends the wrong message about ethical capitalism. The Conversation, October 11. Jay, J., Isaacs, K. & Nguyen, H.L. 2025. Getting Strategic About Sustainability. Harvard Business Review, 103(1): 60–69. Visnjic, I., Monteiro, F., Tushman, M.L. 2025 Sustainability as a Business-Model Transformation. Harvard Business Review, 103(3): 80-89. **Simulation R1 due**
Week 4 **Sep 28**	Managerial Leadership Weitzner, D. 2025. Think Like a Human. Chapters 4 and 5. Harper Collins.

	Weitzner, D. 2023. 4 Steps to Creative Leadership. Psychology Today, September 11. Ingram, P. 2025. Who Are You as a Leader? Harvard Business Review, 103(2): 92–101. Quinn, R., Crane, B., Thompson, T., & Quinn, R.E. 2024. Why Real-Time Leadership Is So Hard. Harvard Business Review, 102(1): 56-59. **Simulation R2 due**
Module 2: From Planning to Execution	
Week 5 **Oct 5**	<u>Managerial Strategy Formulation</u> Weitzner, D. 2025. Think Like a Human. Chapter 6. Harper Collins. Chevallier, A., Dalsace, F., & Barsoux, J.L. 2024. The Art of Asking Smarter Questions. Harvard Business Review, 102(3), 66–74. Mankins, M. 2025. Lean Strategy Making. Harvard Business Review, 103(3): 42-51. Bansal, T. & Birkinshaw, J. 2025. Why You Need Systems Thinking Now. Harvard Business Review, 103(5): 124-133. **Simulation R3 due**
Week 6 **Oct 19**	<u>Management Communication and Negotiation</u> Weitzner, D. 2025. Think Like a Human. Chapter 7. Harper Collins. Weitzner, D. "The One Simple Secret to Better Communication." Psychology Today, September 30, 2025. Weitzner, D. 2024. Bringing Mindfulness to Difficult Conversations. Psychology Today, January 4. Falcão, H. & Wiegelmann, T. 2025. The Secret to Cross-Cultural Negotiations. Harvard Business Review, 103(2):82–91. Bazerman, M.H. 2025. What People Still Get Wrong About Negotiations. Harvard Business Review, 103(1): 70–77. **Simulation R4 due**
Week 7 **Oct 26**	<u>Managing Globalization and Political Risk</u> Weitzner, D. 2023. Our economic future depends on young reformers, not ineffective revolutionaries. The Conversation, February 2. Martin, R.L. & Reeves, M. 2022. Strategy in a Hyperpolitical World. Harvard Business Review, 100(6): 47-52. Lester, T. 2025. Getting Big Things Done. Harvard Business Review, 103(2): 146–147. Marquis, C. 2025. Is This a Moment for Strategic Hibernation? Harvard Business Review, 103(6): 62-71. **Mid-term assignment due – October 27 (by 11:59PM)**

	Simulation R5 due
Week 8 **Nov 2**	Managerial Strategy Execution Collis, David J. 2021. Why Do So Many Strategies Fail? Harvard Business Review, 99(4):82-93. Rigby, D. & First, Z. 2025. The Power of Strategic Fit. Harvard Business Review, 103(2):42-53. Weitzner, D. 2022. The Danger in Not Trusting Our Moral Compass. Psychology Today, December 9. Govindarajan, V., Finkenstadt, D.J. & Eapen, T.T. 2025. In Turbulent Times, Consider "Strategic Subtraction". Harvard Business Review, 103(6): 39-42. **Groups formed** **Simulation R6 due**
Module 3: The Challenge of Change	
Week 9 **Nov 9**	Managing Curiosity Weitzner, D. 2025. Think Like a Human. Chapters 8 and 9. Harper Collins. Weitzner, D. 2022. Don't Be Too Smart for Awe. Psychology Today, October 2. Waytz, A. 2023. Beware a Culture of Busyness. Harvard Business Review, 101(2):58-67. Weitzner, D. "Uncomfortable About Creative Risks? Don't Face It Alone." Psychology Today, November 4, 2025. **Simulation R7 due**
Week 10 **Nov 16**	Managing AI Weitzner, D. 2025. Think Like a Human. Chapter 10. Harper Collins. Weitzner, D. "Algorithmic Supremacists and AI Hype." Quillette, October 31, 2025. Barney, J.B. & Reeves, M. 2024. AI Won't Give You a New Sustainable Advantage. Harvard Business Review, 102(5): 72–79. **Simulation R8 due**
Week 11 **Nov 23**	Managing Change Weitzner, D. 2025. Think Like a Human. Chapter 11. Harper Collins. Michels, D. & Murphy, K. 2021. How Good Is Your Company at Change? Harvard Business Review, 99(4): 62-71. Frei, F. & Morriss, A. 2023. Storytelling That Drives Bold Change. Harvard Business Review 101(6): 62–71. Weitzner, D. "Resilience Starts with a Story." Psychology Today, August 30, 2024.

	Simulation R9 due
Week 12 **Nov 30**	Managing Innovation Weitzner, D. 2025. Think Like a Human. Chapter 12. Harper Collins. Petriglieri, G. 2025. Three Ways to Lead Learning. Harvard Business Review, 103(1):104–113. Kim, W.C. & Mauborgne, R. 2023. Innovation Doesn't Have to Be Disruptive. Harvard Business Review, 101(3): 72-81. Weitzner, D. "AI Doom is Not Our Inevitable Future." Psychology Today, November 14, 2025. **Simulation R10 due** **Final group presentations due - Specific day TBA**

Technical Requirements and Support: When meeting online or completing coursework online, please 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 and Zoom apps) may have different/limited functionality compared to their use on a laptop or desktop. A webcam/camera and microphone may be needed for certain communication.

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

- **York U's Student Guide to eLearning**: https://www.yorku.ca/scld/remote-learning/
- **Technology requirements and FAQs for eClass**: https://lthelp.yorku.ca/95440-student-faq
- **Student Guide to eClass**: https://lthelp.yorku.ca/eclass
- **Zoom meeting etiquette**: https://lthelp.yorku.ca/zoom-students/zoom-meeting-etiquette

Additional computing support:

- Computing for Students Website: https://www.yorku.ca/uit/student-services/
- Check your internet connection speed: www.speedtest.net

Disclaimers:

- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session (inform the course director in advance).
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

RELEVANT UNIVERSITY POLICIES

Academic Honesty: Academic integrity is a fundamental and important value of York University. To maintain a fair and honest learning environment, you are responsible for understanding and

upholding academic integrity in all courses and academic activities. Please familiarize yourself with the meaning of academic integrity at York. You can learn more about upholding academic integrity in your courses by exploring LA&PS Advice for Students regarding Academic Honesty and Academic Integrity for Students.
To better understand the serious consequences of breaching academic honesty policies, familiarize yourself with the Academic Conduct Policy and Procedures - Secretariat Policies

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

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/

Note on ChatGPT, Grammarly, External Essay Writers and other forms of Generative AI:

Students are not permitted to use generative artificial intelligence (AI) in this course. Submitting any work created, in whole or part, using generative AI tools will be considered a violation of York University's Senate Policy on Academic Conduct. The use of AI tools, such as Microsoft Copilot, ChatGPT, DALL-E, translation software or similar applications, to complete academic work without the knowledge or permission of the instructor is considered a breach under York's Academic Conduct Policy. For more information, review AI Technology & Academic Integrity: Information for Students.
If you are unsure whether the use of an AI tool for your academic work is permitted:

- Carefully review the assessment guidelines
- Check for any messages from the course instructor on eClass
- Consult with the instructor before using these tools

Turnitin: To promote academic integrity in this course, students will normally be required to submit written assignments to Turnitin through the course's eClass site for a review of textual similarity and the detection of possible plagiarism. In doing so, students consent to their material being included as source documents in the Turnitin reference database, where it will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are available on the Turnitin website. Students may opt out of using Turnitin. Those who wish to opt out, should contact the instructor as soon as possible.

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: Grading Scheme and Feedback Policy

Academic Consideration for Missed Work: This policy applies to course assessments worth 20% or less of your overall course grade and does not apply to exams held during the final examination period. Students may self-declare two (2) 7-day consideration periods each 12-week term and one (1) 7-day consideration period per six (6)-week term. An Attending Physician's Statement (APS) is not required for these self-declared absences. However, an instructor may request a signed APS for the final examination period, coursework worth more than 20% of the course grade and missed work outside of the self-declared academic consideration period(s).
Students can submit their self-declaration(s) for academic consideration using eClass. Students are then responsible for contacting the instructor no later than two (2) business days after the end of the consideration period(s) to arrange details of any accommodation for missed coursework. If you do not do this, you may get a zero (0) on the missed work. **Where courses have built-in accommodations already established, the instructor may decline providing additional accommodations under this policy.**

For further details, please review the *Policy on Academic Consideration for Missed Course Work*.

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: York University is committed to creating a learning environment which provides equal opportunity to all members of its community. If you anticipate or experience any barriers to learning in this course, please discuss your concerns with your instructor as early as possible. For students with disabilities, contact Student Accessibility Services to coordinate academic accommodations and services. Accommodations will be communicated to course directors through a Letter of Accommodation (LOA). Requests for test and/or exam accommodations normally require three (3) weeks or 21 days before the scheduled test or exam to allow for appropriate arrangements. To learn more, visit Accommodated Exam/Test Scheduling.

Religious Accommodation: York University is committed to respecting the religious beliefs and practices of all members of the community and to making reasonable and appropriate accommodations for days of religious significance. If any of the dates listed in this course outline for assignments, tests or deadlines conflict with a day of religious significance, students should contact the instructor at least two (2) weeks, or 14 days, before the relevant deadline.
If the accommodation request relates to an exam or falls within the formal examination period, students must complete and submit the Religious Accommodation Agreement (PDF) at least three (3) weeks, or 21 days, before the start of the exam period.