



A POLYTECHNIC INSTITUTION

Course Outline

School of Business
Program: Financial Management
Option: Accounting Degree

FMGT 8910
Integrative Business
Management Practices

Hours/Week:	6	Total Hours:	90	Term/Level:	Degree
Lecture:	1	Total Weeks:	15	Credits:	7
Lab:	2				
Other:	3				

Prerequisites:

<u>Course No.</u>	<u>Course Name</u>
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FMGT 7910	The Business Environment
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Plus six of the following courses are Prerequisites for FMGT 8910:

FMGT 7121	Advanced Accounting
FMGT 7210	Advanced Management Accounting
FMGT 7310	Advanced Auditing
FMGT 7410	Taxation of Close Corporations
FMGT 7510	Advanced Finance
FMGT 7520	Business Valuation
FMGT 7710	Management Information Systems
FMGT 8120	Accounting Theory

Course Description

This course is designed to fulfill the role of a "capstone" to the degree program. Its overall objective is to enhance the students' skills by supplementing their knowledge of accounting with a thorough understanding of the management techniques and practices required of accountants as members of the senior executive team. This course includes major projects related to the student's own work situation.

Detailed Course Description: The overall objectives of the course are to:

- Integrate the knowledge gained in all of the other courses in the program.
- Identify the accountant's role in the organization and its management team.
- Evaluate alternative accounting and management strategies.
- Evaluate the ethical implications of alternative courses of action.
- Develop analytical and critical thinking skills.
- Develop team building, leadership and communication skills.

Evaluation

Examinations	0%
Individual Reports/Presentations:	
• Strategic Planning Report (Oct. 2 nd)	15%
• Process Re-engineering Report (Nov. 13 th)	20%
Group Report/Presentation:	
• Business Planning (Dec. 4 th)	25%
In-class:	
• Demonstrated Knowledge	18%
• Team Participation & Leadership Skills	12%
• Communication & Presentation Skills	10%
	<u>100%</u>

Course Learning Outcomes

Upon successful completion of this course, the student will be able to:

1. Develop competitive strategies for alternative situations facing various business organizations.
 2. Develop strategic plans for organizations facing different competitive environments.
 3. Evaluate the implications of the globalization of competition and opportunities in international markets.
 4. Develop human resource strategies consistent with organizational strategic plans.
 5. Evaluate alternative approaches to decision-making and resource allocation.
 6. Assess alternative approaches to re-engineering a business process.
 7. Re-engineer a business process.
 8. Develop a business plan for a specific process or area of an existing organization.
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Text(s) and Equipment

Required: "Strategic Management: Managing With Savi" by Graham Fane, McGraw-Hill Ryerson Publishing

A collection of selected readings and cases has also been compiled especially for this course.

Instructor: R.C. (Bob) Nichols **Office No:**

Phone: (604) 987-1423 (home)
(604) 341-0601 (cell)

E-mail: rnichols@bcit.ca

Office Hours **To be established at first class**

Course Notes (Policies and Procedures)

Assignments: Late assignments, lab reports or projects will **not** be accepted for marking. Assignments must be done on an individual basis unless otherwise specified by the instructor.

Makeup Tests, Exams or Quizzes: There will be **no** makeup tests, exams or quizzes. If you miss a test, exam or quiz, you will receive zero marks. Exceptions may be made for **documented** medical reasons or extenuating circumstances. In such a case, it is the responsibility of the student to inform the instructor **immediately**.

Ethics: BCIT assumes that all students attending the Institute will follow a high standard of ethics. Incidents of cheating or plagiarism may, therefore, result in a grade of zero for the assignment, quiz, test, exam, or project for all parties involved and/or expulsion from the course.

Attendance: The attendance policy as outlined in the current BCIT Calendar will be enforced. Attendance will be taken at the beginning of each session. Students not present at that time will be recorded as absent.

Illness: A doctor's note is required for any illness causing you to miss assignments, quizzes, tests, projects, or exam. At the discretion of the instructor, you may complete the work missed or have the work prorated.

Attempts: Students must successfully complete a course within a maximum of three attempts at the course. Students with two attempts in a single course will be allowed to repeat the course only upon special written permission from the Associate Dean. Students who have not successfully completed a course within three attempts will not be eligible to graduate from the appropriate program.

Course Outline Changes: The material or schedule specified in this course outline may be changed by the instructor. If changes are required, they will be announced in class.

Assignment Details:

See the individual session schedules (attached) for the required readings and assignments.

Verification

I verify that the content of this course outline is current

R.C. (Bob) Nichols, B.Comm., C.M.A.

Date: August 10, 2004

Authoring Instructor

I verify that this course outline has been reviewed

Allan Cobbett, Dipt.T., LL.B., MBA, C.M.A.

Date: August 10, 2004

Program Head/Chief Instructor

I verify that this course outline complies with BCIT policy,

Tim Edwards, Dipl.T., MBA, CMA

Date: August 10, 2004

Dean/Associate Dean

REPORTS AND PRESENTATIONS:

The following reports will be prepared for submission and for presentation in class:

1) Individual Reports:**a) “Strategic Planning” (minimum of 3,000 words)**

- A report on the Strategic Planning process in the student’s company (or one they are well acquainted with and have strong sources of information on methods employed)

The report should cover:

- The strategic planning methods used (both formal and informal) and their effectiveness in developing an effective strategic plan
- Problems encountered with implementing strategic planning or encountered due to the lack of proper strategic planning
- Recommendations on how to overcome any problems encountered and on how to improve the overall strategic planning process
- Prepare a 10 to 15 minute oral presentation of your report for the class
- **Marks = 15%**
- **Due date (written report) = beginning of class, October 2nd. The oral presentations will be required in this session or the next, dependent upon class size.**

b) “Process Re-engineering” (minimum of 3,000 words)

- A report on how the student would re-engineer a business process within their company (or one they are well acquainted with and have strong sources of information on methods employed).

The report should cover:

- Details on the present process. This should include procedures per company policy and the objectives of the process as well as procedures that are actually followed in the operations if they differ from the policies
- Problems presently encountered by the process (or caused by it) and potential future problems.
- A proposed new business process and the evaluation of alternative courses of action
- Identify how the new process would overcome or avoid the problems encountered by the present system (improvements expected)
- Develop a plan for the implementation of the new procedures
- Identify problems that could be expected with the implementation of the new process and alternative courses of action to address those problems and your recommendations
- Identify measures that would be used to track the results of your new process
- Prepare a 10 to 15 minute oral presentation of your report for the class
- **Marks = 20%**
- **Due date (written report) = beginning of class, November 13th. The oral presentation will be required at this session or the next, dependent upon class size.**

2) Group Report: (minimum 4,000 words)**Business Planning Report: (Case Analysis) (for presentation on December 4th).**

- **Form your own groups to do this report (minimum of 3 people, maximum of 5)**
 - This will be a group report focusing on a business plan for a student's organization, one they are acquainted with or an actual example of an opportunity for which an organization could be started.
 - The report should:
 - Take a process or operation of the company one of your group works for (or one you are well acquainted with) and focus on a major expansion or change of existing operations, or a potential new operation (new company?)
 - Describe how the new operations or expansion will address the organization's mission statement and strategic objectives (or new ones)
 - The report should cover all of the essentials of a proper business plan or business case including:
 - The appropriate budgets and financial information and analysis required
 - An implementation of the plan and guidelines for measuring the progress on implementation
 - Potential problems and risks that may be encountered and alternative methods of addressing those problems.
 - Key performance indicators that will be used to evaluate the new project after implementation
 - Prepare a 15 to 20 minute presentation of your report to be presented by the group on December 4th.
 - **Each member of the group will be required to submit an evaluation report on the contributions made by each individual member of the group**
 - **Marks = 25%**
 - **Due date = beginning of class, December 4th (both written and oral portions)**

Schedule of Course Offering of FMGT 8910 -- Fall, 2004**In Class sessions:**

September 11th – 6 ½ hours

September 25th – 6 ½ hours

October 2nd – 6 ½ hours

November 6th – 6 ½ hours

November 13th – 6 ½ hours

November 20th – 6 ½ hours

December 4th – 6 hours

Integrative Business Management Practices (FMGT 8910)

Attached is the course outline for this course. Please note the following:

- 1) The required text for this course is “Strategic Management: Managing with SAVI” by Graham Fane (McGraw-Hill Ryerson Publishing).
- 2) You are required to complete a number of readings before the first in-class session (September 11th). The readings are:
 - “Strategic Management: Managing with SAVI”, Part 1 – SAVI Goal Setting, Chapters 1, 2, 3 and 4
 - “The Balanced Scorecard - Measures That Drive Performance”, Robert S. Kaplan and David P. Norton
 - “Competing on Capabilities: The New Rules for Corporate Strategy”, George Stalk, Philip Evans, and Lawrence E. Shulman
 - “Debunking the Myths of Strategic Planning”, G. Gooderham
 - “New Caledonia Hydro” – a case study to be used at the in-class session, September 11th. Note – ignore the required given on page 5.

You should have received a copy of these readings with this note and course outline.

Make sure you have completed these readings as you will be implementing the concepts and ideas from them during the first session.

- 3) You will be marked at each session based on your participation and the quality of your work – come prepared!
- 4) If you have any questions or problems, please contact me immediately:

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