



BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

Course Outline Part A

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:	6
Lab:	2				
Other:	3				

Prerequisites

FMGT 8910 is a Prerequisite for:

Course No.	Course Name	Course No.	Course Name
FMGT 7121	Advanced Accounting		
FMGT 7210	Advanced Management Accounting		
FMGT 7310	Advanced Auditing		
FMGT 7410	Taxation of Close Corporations		
FMGT 7710	Management Information Systems		
FMGT 7910	The Business Environment		
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 a major project related to the student's own work situation.

Course Goals

- 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%
Presentations (individual)	20%
Group projects & presentations	40%
Major reports (individual)	40%
	<hr/> 100%

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:

A book of selected readings and cases will be compiled especially for this course.

Course Record

Developed by: Bob Nichols, B.Comm., C.M.A.
Financial Management Department

Date: November, 1996

Revised by: Bob Nichols, B. Comm., C.M.A.

Date: October, 1997

Approved by: _____
Associate Dean

Date:

Instructor: R.C. (Bob) Nichols

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Office Hours Monday Tuesday

Wednesday

Thursday

Friday

Course Notes (Policies and Procedures)

- *Assignments:* Late assignments or projects will not be accepted for marking. Assignments must be done on an individual basis unless otherwise specified by the instructor.
- *Attendance:* The attendance policy as outlined in the current BCIT Calendar will be enforced
- *Course Outline Changes:* The material specified in this course outline may be changed by the instructor. If changes are required, they will be announced in class.
- *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.
- *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 (i.e. an average is given according to your performance throughout the course)>

Assignment Details:

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

Schedule of Course Offering of FMGT 8910 -- Spring, 1998

Week 1	Independent study and work
Week 2	May 15, 1999 in class session (61/2 hours)
Week 3	May 29, 1999 in class session (61/2 hours)
Week 4	June 5, 1999 in class session (61/2 hours)
Week 5	Independent study and work
Week 6	Independent study and work
Week 7	Independent study and work
Week 8	Independent study and work
Week 9	July 10, 1999 in class session (61/2 hours)
Week 10	July 17, 1999 in class session (61/2 hours)
Week 11	Independent study and work
Week 12	Independent study and work
Week 13	Independent study and work
Week 14	Aug. 14, 1999 in class session (61/2 hours)
Week 15	Aug.21, 1999 in class session (61/2 hours)

INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEK ONE:

TOPIC: STRATEGIC PLANNING

OVERVIEW: An overview of the competitive strategies and their appropriateness to specific situations. Identifying and analyzing an organization's key success factors, the strategic planning process, evaluation of the implications of globalization of competition and markets, and the ethical implications of strategic planning.

REQUIRED READING:

- "An Overview of Strategic Planning", R.C. Nichols
- "The Emerging Theory of Manufacturing", Peter Drucker
- "What Strategy Can Do For Technology", Kim B. Clark
- "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
- "How Information Gives You Competitive Advantage", Michael E. Porter and Victor E. Millar
- "Strategic Intent", Gary Hamel and C.K. Prahalid
- "From Competitive Advantage to Corporate Strategy", Michael E. Porter
- "Debunking the Myths of Strategic Planning", G. Gooderham

REQUIRED ACTIVITY:

- 1) Do all of the above required readings.
- 2) Obtain at least one other article on strategic planning from the internet.
- 3) Prepare for an open discussion in week 2 of the above readings, including the one you downloaded from the internet.

Emphasis should be on the applications of the concepts and procedures to specific situations you are acquainted with, problems that may be incurred in implementation and alternative approaches to overcoming these problems.

• INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEK TWO:

TOPIC: STRATEGIC PLANNING

OVERVIEW: An overview of the competitive strategies and their appropriateness to specific situations. Identifying and analyzing an organization's key success factors, the strategic planning process, evaluation of the implications of globalization of competition and markets, and the ethical implications of strategic planning.

REQUIRED PRE-READING:

- "An Overview of Strategic Planning", R.C. Nichols
- "The Emerging Theory of Manufacturing", Peter Drucker
- "What Strategy Can Do For Technology", Kim B. Clark
- "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
- "How Information Gives You Competitive Advantage", Michael E. Porter and Victor E. Millar
- "Strategic Intent", Gary Hamel and C.K. Prahalid
- "From Competitive Advantage to Corporate Strategy", Michael E. Porter
- "Debunking the Myths of Strategic Planning", G. Gooderham

<u>Time:</u>	<u>Activity:</u>
8:30 to 9:00	Introduction to the course.
9:00 to 10:00	Open discussion of the material covered in the pre-reading. Students should focus on the applications of the concepts and procedures to specific situations related to their own employers and/or companies that they have specific knowledge of. Emphasis should be on how the issues apply to their specific situations, problems that could be expected in implementation and alternative approaches to overcoming these potential problems
9:30 to 10:00	Directions for the preparation of case problems and student presentations
10:00 to 10:15	Coffee Break
10:15 to 11:15	Case analysis by entire class
11:15 to 12:30	Student preparation of case study presentations (in small groups)
12:30 to 1:15	Lunch break
1:15 to 2:45	Group presentations of case and rebuttals. Summary of case analysis
2:45 to 3:30	Overview of this session and introduction to the Strategic Planning and HR Management report to be developed in weeks three to six (presented in week seven)

INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEK THREE:

TOPIC: HUMAN RESOURCE MANAGEMENT

OVERVIEW: Evaluation of the implications of strategic planning on organizational structure, staffing, training, and leadership styles. The appraisal of alternative approaches and developing HR strategies consistent with strategic plans. Ethics and HR management

REQUIRED PRE-READING:

- “The New Productivity Challenge”, Peter F. Drucker
- “How I Learned to Let My Workers Lead”, Ralph Stayer
- “The Context of Change Affecting HRM”, T.H. Stone and N.H. Meltz
- “The New Deal: What Companies and Employees Owe One Another”, Brian O’Reille
- “What Really Goes Wrong With Participative Work Groups?”, Judith F. Vogt and Bradley D. Hunt
- “Hiring for the Organization, Not the Job”, David E. Bowen, Gerald E. Ledford, Jr., and Barry R. Nathan
- “How Bell Labs Creates Star Performers”, Robert Kelley and Janet Caplan

<u>Time:</u>	<u>Activity:</u>
8:30 to 9:30	Open discussion of the material covered in the pre-reading. Students should focus on the applications of the concepts and procedures to specific situations related to their own employers and/or companies that they have specific knowledge of. Emphasis should be on how the issues apply to their specific situations, problems that could be expected in implementation and alternative approaches to overcoming these potential problems
9:30 to 10:30	Small group analysis of case problem and development of presentations
10:00 to 10:15	Coffee Break
10:15 to 11:15	Group presentations of case and rebuttals
11:15 to 12:15	Organizational structure exercise
12:15 to 1:00	Lunch break
1:00 to 1:45	Small group analysis of case problem and development of presentations
1:45 to 3:15	Group presentations of case and rebuttals. Summary of case analysis
3:15 to 3:45	Overview of this session and further directions for the Strategic Planning and HR Management report to be developed in weeks three to six (presented in week seven).

INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEK FOUR:

TOPIC: OPERATIONAL PLANNING

OVERVIEW: Student presentations of the Strategic Planning and HR Management reports. An overview of developing a hierarchy of objectives and plans, developing plans consistent with the strategic objectives, the evaluation of alternative approaches, and developing appropriate performance measures

REQUIRED PRE-READING:

- “Linking Strategy to Performance: The Crucial Role of Operational Planning”, R.C. Nichols
- “Creating Performance Management Systems”, Craig Eric Schneier, Richard W. Beatty, and Lloyd S. Biard
- “On the Folly of Rewarding A, While Hoping for B”, Steven Kerr

<u>Time:</u>	<u>Activity:</u>
8:30 to 9:30	Student presentations of their reports (1/2 of class)
9:30 to 10:30	Open discussion of the material covered in the pre-reading. Students should focus on the applications of the concepts and procedures to specific situations related to their own employers and/or companies that they have specific knowledge of. Emphasis should be on how the issues apply to their specific situations, problems that could be expected in implementation and alternative approaches to overcoming these potential problems
10:30 to 10:45	Coffee Break
10:45 to 11:45	Student preparation of case study presentations (in small groups) -- Part 1
11:45 to 12:30	Lunch break
12:30 to 1:30	Group presentations of case analysis and rebuttals
1:30 to 2:15	Student preparation of case study presentations (in small groups) -- Part 2
2:00 to 3:00	Group presentations of case analysis and rebuttals
3:00 to 3:30	Overview of this session and introduction to the Process Re-engineering report to be developed in weeks nine to twelve (presented in week thirteen)

INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEK NINE:

TOPIC: PROCESS RE-ENGINEERING

OVERVIEW: Student presentations of their Strategic Planning and HR Management reports. Process mapping, evaluation of a process, evaluating and developing organizational relationships with customers, suppliers and government, and alternative approaches to re-engineering

REQUIRED PRE-READING:

- "Championing the Customer", Charles R. Weiser
- "Beyond Reengineering", Michael Hammer
- "Product Design and Process Selection - Services", Richard B. Chase and Nicholas J. Aquilano
- "Rebuilding the Finance-Control Function for the 21st Century", Hugues Boisvert
- "The New Finance - Shaping Functional Relevance for the New Millennium", C.J. McNair
- "What Really Makes Factories Flexible?", David M. Upton
- "Beyond World Class: The New Manufacturing Strategy", Robert H. Hayes and Gary P. Pisano

<u>Time:</u>	<u>Activity:</u>
8:30 to 9:30	Student presentations of their reports (1/2 of class)
9:30 to 10:30	Open discussion of the material covered in the pre-reading. Students should focus on the applications of the concepts and procedures to specific situations related to their own employers and/or companies that they have specific knowledge of. Emphasis should be on how the issues apply to their specific situations, problems that could be expected in implementation and alternative approaches to overcoming these potential problems
10:30 to 10:45	Coffee Break
10:45 to 12:30	Story boarding exercise as a means of input into process mapping
12:30 to 1:45	Lunch break
1:45 to 2:15	Wrap up of story boarding exercise.
2:15 to 3:15	Case analysis by large group
3:15 to 3:45	Overview of this session and further directions on the Process Re-engineering report to be developed in weeks nine to twelve (presented in week thirteen). Introduction to the Business Planning report to be presented in week fifteen.

INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEK TEN:

TOPIC: BUSINESS PLANNING

OVERVIEW: Students' presentations of their Process Re-engineering reports. An overview of the components of a business plan and their evaluation and assessment

REQUIRED PRE-READING:

- "Creating Virtual Value", Peter Gill
- "Exploiting The Virtual Value Chain", Jeffrey F. Rayport and John J. Sviokla
- "Breaking the Functional Mind-Set in Process Organizations", Ann Majchrzak and Qianwei Wang
- "Control in an Age of Empowerment", Robert Simons
- "How Chrysler Created an American Keiretsu", Jeffrey Dyer
- "Projects, Models and Systems -- Where is ABM Headed?", James M. Reeve
- "The Relationship Between Production and Costs", H.L. Gantt

<u>Time:</u>	<u>Activity:</u>
8:30 to 9:30	Student presentations of their reports (1/2 of class)
9:30 to 10:30	Open discussion of the material covered in the pre-reading. Students should focus on the applications of the concepts and procedures to specific situations related to their own employers and/or companies that they have specific knowledge of. Emphasis should be on how the issues apply to their specific situations, problems that could be expected in implementation and alternative approaches to overcoming these potential problems
10:30 to 10:45	Coffee Break
10:45 to 12:00	Large group analysis of case
12:00 to 12:45	Lunch break
12:45 to 1:45	Student preparation of case study presentations (in small groups)
1:45 to 2:45	Group presentations of case analysis and rebuttals
2:45 to 3:30	Overview of this session and introduction to the Business Planning report to be presented in week fifteen. This will be an individual report focusing on a business plan for their organization or one they are acquainted with.

INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEK FOURTEEN:

TOPIC: BUSINESS PLANNING (CONTINUED)

OVERVIEW: Student presentations of their Process Re-engineering reports. Continuation of the development, analysis and assessment of a business plan and summation of course concepts

REQUIRED PRE-READING:

- “Measuring the Cost of Capacity”, Management Accounting Guideline 42, The Society of Management Accountants of Canada
- “The Theory of Constraints Versus Contribution Margin Analysis for Product Mix Decisions”, Brian Atwater and Margaret L. Gagne
- “Why Does Business Need a Balanced Scorecard?”, Robert S. Kaplan and David P. Norton
- “Re-Visioning the Organization -- The Good King”, Catherine and Joe Stenzel
- “New Metrics for Hidden Assets”, Wendi R. Bukowitz and Ruth L. Williams

Time:

Activity:

8:30 to 9:30	Student presentations of their reports (1/2 of class)
9:30 to 10:00	Open discussion of the material covered in the pre-reading. Students should focus on the applications of the concepts and procedures to specific situations related to their own employers and/or companies that they have specific knowledge of. Emphasis should be on how the issues apply to their specific situations, problems that could be expected in implementation and alternative approaches to overcoming these potential problems
10:30 to 10:45	Coffee Break
10:45 to 12:00	Large group analysis of case
12:00 to 12:45	Lunch break
12:45 to 2:45	Student preparation (in small groups) of case Business Planning reports for presentation in week fifteen
2:45 to 3:30	Overview of this session and further directions on the Business Planning report to be presented in week fifteen

INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEK FIFTEEN:**TOPIC: BUSINESS PLANNING**

OVERVIEW: Student presentations of their Business Planning reports. An overview of the course.

REQUIRED PRE-READING: None

<u>Time:</u>	<u>Activity:</u>
8:30 to 10:00	Student presentations of their reports
10:30 to 10:45	Coffee Break
10:45 to 12:00	Student presentations of their reports
12:00 to 12:45	Lunch break
12:45 to 2:00	Student presentations of their reports
2:00 to 3:15	Overview the student reports and the course material covered through the term.