



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 Seven of the following courses are Prerequisites for FMGT 8910:

<u>Course No.</u>	<u>Course Name</u>
FMGT 7121	Advanced Accounting
FMGT 7210	Advanced Management Accounting
FMGT 7310	Advanced Auditing
FMGT 7410	Taxation of Close Corporations
FMGT 7510	Advanced Finance
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%
Individual Reports/Presentations:	
• Report on Readings (week 4)	10%
• Strategic Planning Report (week 6)	10%
• Process Re-engineering Report (week 13)	20%
Group Report/Presentation:	
• Business Planning (week 15)	30%
In-class:	
• Case Analysis/Presentations	18%
• Individual Participation	12%
	<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:

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

Instructor:	R.C. (Bob) Nichols	Office No:	SE6-337	Phone:	(604) 451-6760
		E-mail:	rnichols@bcit.bc.ca	Fax:	(604) 987-1340

Office Hours To be established at first class

Instructor:	Graham Fame	Office No:		Phone:	(604) 986-1911
					Local 2358
		E-mail:	gfame@capcollege.bc.ca	Fax:	

Office Hours To be established at first class

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.

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: March, 2000

Approved by: _____
Program Head

Date:

REPORTS AND PRESENTATIONS:

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

1) Individual Reports:

a) Report for Readings from weeks 1, 2, and 3 (minimum of 1,000 words)

The report should present your understanding of the process(s) of strategic planning by providing an analysis of how **you feel** strategic planning would have impacted the outcome of **one of** the following situations:

- BC Ferries' "Pacific Cat – Fast Ferries Project" or
- Eaton's or
- Microsoft .
- Prepare a 10 to 15 minute presentation of your report for the class (week 4)
- **Marks = 10% (including the presentation)**
- **Due date = beginning of class, week 4 (May 6th)**
- **Note: e-mail your instructor as to which of the above three companies you would prefer for approval of your choice.**

b) "Strategic Planning" (minimum of 2,000 words)

- A report on Strategic Planning on 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 (both formal and informal) used and their results
- 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 presentation of your report for the class (week 6)
- **Marks = 10% (including the presentation)**
- **Due date = beginning of class, week 6 (May 27th)**

c) "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 it (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
- Prepare a 10 to 15 minute presentation of your report for the class (week 13)
- **Marks = 20% (including the presentation)**
- **Due date = beginning of class, week 13 (July 15th)**

2) Group Report: (minimum 4,000 words)

Business Planning Report: (for presentation in week 15)

- **Form your own groups to do this report (minimum 3 people, maximum 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 that 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 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 including:
 - The appropriate budgets and financial information and analysis required
 - A plan for the implementation of the plan and guidelines for measuring the progress on implementation
 - Potential problems 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 in week 15
- **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 = 30% (including the presentation)**
- **Due date = beginning of class, week 15 (July 29th)**

Schedule of Course Offering of FMGT 8910 -- Spring, 2000

Week 1	April 15, 2000 Independent study and work
Week 2	April 22, 2000 Independent study and work
Week 3	April 29, 2000 Independent study and work
Week 4	May 6, 2000 in class session (6 ½ hours)
Week 5	May 13, 2000 in class session (6 ½ hours)
Week 6	May 27, 2000 in class session (6 ½ hours)
Week 7	June 3, 2000 in class session (6 ½ hours)
Week 8	June 10, 2000 Independent study and work
Week 9	June 17, 2000 Independent study and work
Week 10	June 24, 2000 Independent study and work
Week 11	July 1, 2000 Independent study and work
Week 12	July 8, 2000 Independent study and work
Week 13	July 15, 2000 in class session (6 ½ hours)
Week 14	July 22, 2000 in class session (6 ½ hours)
Week 15	July 29, 2000 in class session (6 hours)

INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEKS ONE, TWO and THREE:

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”
- “Managing with SAVI”, Part 1 – SAVI Goal Setting, Sections 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
- “Caterpillar” – a case study to be used at the in-class session, week 4

REQUIRED ACTIVITY:

- 1) Do all of the above required readings.
- 2) e-mail your instructor as to which of the three companies you would prefer for approval of your choice.
- 3) Prepare a report that presents your understanding of the process(s) of strategic planning by providing an analysis of how you feel strategic planning would have impacted the outcome of one of the following situations:
 - BC Ferries’ “Pacific Cat – Fast Ferries Project” or
 - Eaton’s or
 - Microsoft .
- 4) Prepare a 10 to 15 minute presentation of your report for the class (week 4)
- 5) Be prepared to present your report to the class(10 minutes) in week 4
- 6) Prepare for an open discussion in week 4 of the above readings.

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 FOUR:

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”
- “Managing with SAVI”, Part 1 – SAVI Goal Setting, Sections 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
- “Caterpillar” – a case study to be used in this session

<u>Time:</u>	<u>Activity:</u>
8:30 to 9:00	Introduction to the course.
9:00 to 9:15	Directions for the preparation of case problems and presentations
9:15 to 9:45	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
9:45 to 10:45	Student presentations of their reports on the impact of Strategic Planning on BC Ferries, Eaton's or Microsoft (1/4 of class)
10:45 to 11:00	Coffee Break
11:00 to 12:00	Student preparation of case study presentations (in small groups)
12:00 to 12:45	Lunch break
12:45 to 1:45	Group presentations of case and rebuttals.
1:45 to 2:45	Student presentations of their reports on the impact of Strategic Planning on BC Ferries, Eaton's or Microsoft (1/4 of class)
2:45 to 3:30	Overview of this session and introduction to the Strategic Planning report to be developed for presentation in week 6.

INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEK SIX:

TOPIC: PERFORMANCE MEASUREMENT

OVERVIEW: Student presentations of their Strategic Planning 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:

- “Managing with SAVI”, Part 3 – SAVI Performance Measurement
- “Creating Performance Management Systems”, Craig Eric Schneier, Richard W. Beatty, and Lloyd S. Biard
- “How to Implement Performance Measurement In Your Organization”, Paul Sharman
- “Re-visioning the Organization – The Good King”, Catherine and Joel Stenzel
- “On the Folly of Rewarding A, While Hoping for B”, Steven Kerr

Time:

Activity:

8:30 to 9:30	Group presentations of their case problem from week 5.
9:30 to 10:15	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
10:15 to 10:30	Coffee Break
10:30 to 11:30	Individual presentations of the Strategic Planning report (on your company) (1/4 of class)
11:30 to 12:30	Student preparation of case study presentations (in small groups)
12:30 to 1:15	Lunch break
1:15 to 2:15	Group presentations of case analysis and rebuttals
2:15 to 3:15	Individual presentations of the Strategic Planning report (on your company) (1/4 of class)
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 SEVEN:

TOPIC: PROCESS RE-ENGINEERING

OVERVIEW: Student presentations of their Strategic Planning 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
- “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

<u>Time:</u>	<u>Activity:</u>
8:30 to 9:30	Individual presentations of the Strategic Planning report (on your company) (1/4 of class)
9:30 to 10:15	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
10:15 to 10:30	Coffee Break
10:30 to 11:45	Small group analysis of case and preparation of presentations
11:45 to 12:30	Lunch break
12:30 to 1:45	Group presentations of case analysis and rebuttals
1:45 to 3:00	Individual presentations of the Strategic Planning report (on your company) (1/4 of class)
3:00 to 3:30	Overview of this session and further directions on the Process Re-engineering report (Individual report) to be developed in weeks eight to twelve (presented in week thirteen) and the Business Planning Report (Group report) to be presented in week fifteen.

INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEKS EIGHT, NINE, TEN, ELEVEN and TWELVE:

**TOPIC: PROCESS RE-ENGINEERING (continued), BUSINESS CASE
ANALYSIS AND BUSINESS PLANNING**

OVERVIEW: The application of process re-engineering to an actual business process.
An overview of Business Planning and how to prepare a business plan.

REQUIRED READING:

- **“Interactive Business Planner”, BC Government at www.sb.gov.bc.ca**
- **“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**
- **“Projects, Models and Systems -- Where is ABM Headed?”, James M. Reeve**

REQUIRED ACTIVITY:

- 1) **Do all of the above required readings.**
- 2) **Prepare a report on Re-engineering using a process within your company (or one you are well aquatinted with).**
- 3) **Begin the group preparation of the Business Planning report.**

INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEK THIRTEEN:

**TOPIC: PROCESS RE-ENGINEERING AND BUSINESS PLANNING
(continued)**

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:

- "Interactive Business Planner", BC Government at www.sb.gov.bc.ca
- "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
- "Projects, Models and Systems -- Where is ABM Headed?", James M. Reeve

Time:

Activity:

8:30 to 9:30	Student presentations of their process re-engineering reports (1/4 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
10:00 to 10:15	Coffee Break
10:15 to 11:15	Large group discussion of business case analysis
11:15 to 12:15	Student preparation of case study presentations (in small groups)
12:15 to 1:00	Lunch break
1:00 to 2:00	Group presentations of case analysis and rebuttals
2:00 to 3:00	Student presentations of their process re-engineering reports (1/4 of class)
3:00 to 3:30	Overview of this session and discussion of the Business Planning report to be presented in week fifteen. This will be a group report focusing on a business plan for their organization, one they are aquatinted with or an actual example of an opportunity for which an organization that could be started.

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: None

<u>Time:</u>	<u>Activity:</u>
8:30 to 9:30	Student presentations of their re-engineering reports (1/4 of class)
9:30 to 10:30	Small group analysis of case and preparation of presentations
10:30 to 10:45	Coffee Break
10:45 to 11:15	Small group analysis of case and preparation of presentations
11:15 to 12:15	Group presentations of case analysis and rebuttals
12:15 to 1:00	Lunch break
1:00 to 2:00	Student presentations of their re-engineering reports (1/4 of class)
2:00 to 3:30	Student preparation (in small groups) of Business Planning reports for presentation 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 Re-engineering reports
10:30 to 10:45	Coffee Break
10:45 to 12:00	Group presentations of their Business Planning reports
12:00 to 12:45	Lunch break
12:45 to 2:00	Student presentations of their Re-engineering reports
2:00 to 3:00	Group presentations of their Business Planning reports
	Overview the student reports and the course material covered through the term.