



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:	
• Strategic Planning Report (week 6)	20%
• Process Re-engineering Report (week 13)	20%
Group Report/Presentation:	
• Business Planning (week 15)	30%
In-class:	
• Case Analysis/Presentations	18%
• Individual Participation	12%
	<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 collection of selected readings and cases has been compiled especially for this course.

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Office No:

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Local 2358

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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, 2001

Approved by: Allan Cobbett

Date: March, 2001

Program Head

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 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 oral presentation of your report for the class
- **Marks = 20% (including the presentation)**
- **Due date (written report)= beginning of class, October 6th. Oral presentations to follow.**

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 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
- 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% (including the presentation)**
- **Due date (written report) = beginning of class, week 13 (November 17th.) oral reports to follow**

2) Group Report: (minimum 4,000 words)**Business Planning Report: (Case Analysis) (for presentation on December 1st.)**

- **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 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 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 1st.
 - **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, December 1st (both written and oral portions)**

Schedule of Course Offering of FMGT 8910 -- Spring, 2001**In Class sessions:**

September 15th, in class session (6 ½ hours)

October 6th, in class session (6 ½ hours)

October 13th, class session (6 ½ hours)

October 20th, in class session (6 ½ hours)

November 17th, in class session (6 ½ hours)

November 24th, in class session (6 ½ hours)

December 1st, in class session (6 hours)

Integrative Business Management Practices (FMGT 8910)

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

- 1) You are required to complete a number of readings before the first in-class session (September 15th).
The readings are:
 - **“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, September 15th**

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.

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

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INTEGRATIVE BUSINESS MANAGEMENT PRACTICES (FMGT 8910)

WEEKS ONE, TWO and THREE: (Personal reading and study)

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, September 15th

REQUIRED ACTIVITY:

- 1) Do all of the above required readings.
- 2) Prepare for an open discussion on September 15th 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.