

COURSE OUTLINE FOR

BUSA 1100

INTRODUCTION TO MANAGEMENT

British Columbia Institute of Technology

School of Business

Program: Administrative Management

Hours/Week: 3 Lecture: 1 Lab: 2 Total Weeks: 15 Total Hours: 45 Term 1 Fall, 1996

Developed by L. Jones Prepared: August, 1996 Office: SE6-303 Telephone: 451-6747

Office Hours: To be announced and by appointment

Text: Management - Canadian 4th Edition by S. P. Robbins and R. Stuart-Kotze (1994)

Course Description

This is an introductory course integrating the theory and practice of management. You will gain an understanding of the basic functions of management and how they have evolved in the business environment of the 1990s. The student will increase her/his observation and critical analysis skills, learn how to solve typical problems, debate and actually apply management skills through case studies and experiential learning exercises.

Course Outcomes

Upon completion of the course students should be able to:

1. Understand the changing role and functions of management in business
2. Critically evaluate the current role of management in an organization
3. Apply basic behavioral techniques
4. Apply problem solving techniques
5. Function more effectively as a team member
6. Integrate the various courses studied into the "quilt of management"

Evaluation Guideline

Examination 1	20 %	Integrated Study	20 %
Debate	10 %	Examination 2	30 %
Comparison Study	20 %		

JAN 13 1997

BUSA 1100 WEEKLY SCHEDULE

	<u>Week of</u>	<u>Topics</u>	<u>Readings</u>
1.	September 3	What Managers Do Functions Management of Time	Introduction Chs. 1, 2
2.	September 9	Current Trends Problem Solving Holly Whyte Case	Chs. 2, 6
3.	September 16	Organizational Culture	Ch. 3
4.	September 23	International Business Group Decision Making	Chs. 4, 5
5.	September 30	Management Tools Debate	
6.	October 7	Examination 1 Observations	
7.	October 14 (Thanksgiving)	Planning, Organizing Debate	Chs. 7, 9
8.	October 21	Human Resource Management Cases	Ch. 12
9.	October 28	Interpersonal Skills Comparison Project Due in Lab	Ch. 18
10.	November 4	Organization and Job Design	Ch. 11
11.	November 11	Motivation Cases	Ch. 16
12.	November 18	Leadership, Influence	Ch. 17

- | | | | |
|-----|-------------|---------------------------------------|--------|
| 13. | November 25 | Interpersonal Skills | Ch. 18 |
| | | Integrated Case Due in Lecture | |
| 14. | December 2 | Managing Change | Ch. 13 |
| 15. | December 9 | Examination 2 | |

THE GREAT DEBATE

The purpose of this assignment is to develop your verbal, communicative and analytical skills in dealing with typical management issues. Listed below are a number of topics which students can choose to debate. You may wish to come up with your own debate topic. Working in teams, two students will take a 'pro' side to an argument, two students will take a 'con' position to the same argument. You may select your partner.

Immediately before the debate, each side is to submit their written 'game plan' to the faculty member in the following format:

1. Statement of your position
2. Your major arguments
3. The arguments you expect your opponents to make
4. Your anticipated counterarguments to your opponents' arguments

The oral debate format:

1. Pro argument - 7 minutes
2. Con argument - 7 minutes
3. Five minute recess
4. Con counterargument - 5 minutes
5. Pro counterargument - 5 minutes
6. Class comment

Topics - (if you can come up with more meaningful debate topics, please do so)

1. A Theory X management style is really more practical for the modern Manager rather than Theory Y.
2. Type A stress management behavior is more effective than Type B for the successful management practitioner.
3. 1, 9 (people related) conflict style is more appropriate for the Managers of the 1990s than 9,1 (task oriented).
4. The most important management function for today's manager is the *control* function.

5. The Maslow theory on motivation is really outdated and irrelevant in today's business world.
6. It is important for today's management student to realize it is more important to place the emphasis on *efficiency* of operations, not on *effectiveness*.
7. Managers must be totally honest with their employees and customers. Simply put, honesty builds credibility --- and credibility is vital to establishing a sound reputation.

Oral and written parts of your presentation will have equal value. You will be assessed according to:

- concise statements
- your logic and persuasiveness
- **the use of examples in making your points!**
- research - use of your text or other sources,, including **interviews** with reputable people. Be sure to include your sources in your written work.

Value: _____ % of course grade. Due: _____.

Good luck on this assignment. Be sure to call on me if I can provide guidance and clarification.

L. Jones
SE6-303

MANAGEMENT COMPARISON STUDY

Developed by
D. T. Hall and F. S. Hall
Adapted for BCIT by L. Jones

Purpose

To diagnose management approaches of two organizations. The student will develop her/his observation and analytical skills in integrating management theory with actual application.

Advance Preparation

Form groups of three. Be prepared to report your diagnosis and recommendations to the President and the Executive Committee on the assigned day.

Time Required

One class period plus additional outside preparation time. Part of one class period for special instructions and assistance.

Due Date: _____ **Value:** ___% of course grade

Introduction

A critical first step in improving or changing any organization is diagnosing or analyzing its present functioning. Many changes and organizational developmental efforts fall short of their objectives because this important step was not taken, or was taken superficially. To illustrate this, imagine how you would feel if you went to your doctor complaining of stomach pains, and s/he recommended surgery without conducting any tests, without obtaining any further information, and without a careful examination. You would probably switch doctors!! Yet, managers often attempt major changes with correspondingly little diagnostic work in advance. It could be said that they undertake vast projects with half-vast ideas. (That's supposed to be funny)

In this exercise you will be asked to conduct a group diagnosis of two different organizations in the same business. The exercise will provide an opportunity to integrate much of the knowledge you have --- or will gain --- in other exercises, topics or other courses. Your task will be to describe the human dynamics as carefully as you can in terms of several key concepts. Although the organizations may be very familiar to you, try to step back and look at them as though you were seeing them for the first time.

Your Assignment

One experience most people in Canada and the U.S. have shared is that of dining in the hamburger establishment known as McDonald's.

Your group, *Fastalk Consultants*, is known as the shrewdest, most insightful, and most overpaid management consulting firms in the lower mainland. You have been hired by the president of McDonald's to make recommendations for improving the motivation and performance of personnel in their franchise operations. Let us assume that the key job activities in franchise operations are food preparation, order-taking and dealing with customers, and routine clean-up of operations.

Recently the president of McDonald's has come to suspect that his company's competitors such as Burger King, Wendy's, Arby's and others are making heavy inroads into McDonald's market. He has also hired a market research firm to investigate and compare the relative merits of the sandwiches, french fries and drinks served in McDonald's and the competitor, and has asked the market research firm to assess the advertising campaigns of the two organizations. Hence, you will not have to be concerned with marketing issues, except as they have an impact on employee behavior. The president wants you to look into the organization of the franchises to determine the strengths and weaknesses of each. Select a competitor who gives McDonald's a good "run for its money" in your area.

The president has established an unusual contract with you. He wants you to make your recommendations based on your observations as a customer. He does not want you to do a complete diagnosis with interviews, surveys, or behind-the-scenes observations. He wants your report in two parts .

1. Given his organization's goals of profitability, sales volume, fast and courteous service, and cleanliness, he wants an analysis that will *compare and contrast* McDonald's and the competitor in **twelve** of the following perceived areas.

- Efficiency
- Manager's Roles
- Organizational Structure
- Leading
- Use of Technology
- Team Work
- Decision Making
- Parkinson's Law
- Mechanistic or Organic Organization
- Use of Power
- Motivated Workers
- Effectiveness
- Work Force Diversity
- Planning
- Controlling
- People Skills
- Reinforcement - positive, negative, zero
- Time Management
- Work Flow
- Stress - Type A, Type B
- Job Design
- Theory X, Theory Y Management Styles

- Application of Maslow · Application of Herzberg
- Managerial Grid · Non-Verbal Communication
- Conflict Resolution Techniques

2. Given the corporate goals listed under Point 1, above, what specific actions might McDonald's management and franchise owners take in order to achieve greater effectiveness in the management of human dynamics? Which company has the best approach?

Some guidelines -

Substantiate your recommendations to various sources, including texts, lectures and labs.

The president wants concrete, specific and practical recommendations. Avoid vague generalities such as "improve communications" or "increase trust". Say very clearly how management can improve employee behavior.

Approximately 3 hours outside class - One class period. Complete the assignment by going as a group to one McDonald's and one competitor's restaurant. If possible, have a snack or pop in each place. To get a more valid comparison, visit a McDonald's and a competitor located in the same area. *Gaining permission from management beforehand would be appropriate.* After observing each restaurant, meet with your group and prepare your report to the president.

In class, each group will discuss its major findings to the president and the rest of the class which will serve as Executive Committee. Be prepared to focus on one or two areas only.

OPTIONAL COMPARISON

Rather than compare two fast food outlets, your team may prefer to compare other organizations in competition with one another. Possibilities include:

- Supermarkets · Retail Stores
- Department Stores · Hardware Stores
- Record Stores · Clothing Stores
- Drug Stores · Auto Dealerships

EVALUATION

You will be evaluated according to your understanding of the concepts, perceptions, accuracy, communication and clearness. Include a title page.

Limitation: 20 pages.

Good luck and be sure to call on me if you have any questions.

L. Jones

SE6-303