



OCT 13 1999

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

Course Outline **Part A**

School of: School of Business

Program: (each instructor insert appropriate program)

Options: (each instructor insert appropriate option)

**BUSA 1100**  
**Introduction to Management**

<b>Hours/Week</b>	3	<b>Total Hours</b>	42	<b>Term:</b>	Fall 1999
<b>Lecture:</b>	1	<b>Total Weeks:</b>	14	<b>Credits:</b>	3
<b>Lab:</b>	2				
<b>Other:</b>					

<b>Prerequisites</b>	NONE	<b>is a Prerequisite for:</b>	
<b>Course No.</b>	<b>Course Name</b>	<b>Course No.</b>	<b>Course Name</b>

**Course Goals**

Upon successful completion of this course, students will have:

- An understanding of the key functions of management (planning, organizing, leading and controlling)
- Used a decision-making methodology to solve problems in typical business situations
- Worked in teams to analyze and present business solutions in a group setting
- Developed skills in written and verbal presentations
- Developed skills in working effectively as a member/leader in a team

**Course Calendar Description**

This course introduces students to the basic concepts of the management process: planning, organizing, leading and controlling. Integrated with the concurrent first term courses and using the case study method, it creates opportunities for the students to develop analytical, problem-solving, teamwork, and communications skills, by analyzing and presenting solutions to typical business problems. Topics covered include: managerial functions, organizational effectiveness, decision-making and an introduction to production, control and strategic planning.

**Evaluation**

Team Case and Presentation	15%
Hand in Cases	20%
Mid-term Exam	25%
Final Exam	30%
Lab participation and attendance	10%
<b>TOTAL</b>	<b>100%</b>

### Course Outcomes and Sub-Outcomes

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

1. Describe the changing role and functions of management in business
2. Critically evaluate the role of managers in today's business
3. Assess the impacts of alternative management approaches on an organization
4. Analyze and evaluate business situations involving management issues and develop appropriate responses to improve the situation by:
  - Researching and interpreting business situations
  - Applying commonly used models and methodologies for analysis
  - Developing appropriate alternatives and solutions
  - Presenting recommendations and an action plan
5. Apply a decision-making methodology to improve the quality of management decisions
6. Work effectively as a team member
7. Make effective verbal and written presentations

### Course Record

Developed by: D. Cleveland, Bus. Admin Date: September 1997  
Instructor Name and Department (signature)

Revised by: D. Cleveland, Bus. Admin Date: July 1999  
Instructor Name and Department (signature)

E. Stewart, Bus. Admin  
Instructor Name and Department (signature)

Approved by: Chris Clark Date: \_\_\_\_\_  
Associate Dean Name and Department (signature)



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**Effective Date**

September 1999

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**Instructor(s)**

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**Text(s) and Equipment**

Required:

**Management**, Canadian Sixth Edition, Stephen P. Robbins, Mary Coulter and Robin Stuart-Kotze  
Selected handouts to be distributed in class.

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**Course Notes (Policies and Procedures)**

As specified in the current BCIT calendar, regular attendance is expected at both labs and lectures and students are responsible for all course material covered. **Students are expected to complete the assigned readings before attending the lecture and to read and think about cases before the lab. You will require your textbook for most labs.** In the labs, students are expected to participate actively through making contributions and sharing insights as well as through asking thought-provoking questions, listening to others and soliciting the input and ideas of classmates. Another way to participate is to clip current business articles from journals or newspapers and note how they relate to the course concepts.

**Homework and assignments are to be handed in on the due date at the beginning of the lab.**

**Students may be required to attend one or two guest lectures outside of normal class hours and will be held responsible for the material covered.**

## Assignment Details

### EXAMS

The formats for the mid term and final exams will be determined by your instructor. They may consist of multiple choice questions, questions that require short, paragraph type responses and/or cases.

Both exams will be based on material covered in the lectures, labs and assigned readings and may include supplemental materials from special presentations and guest speakers. The final exam is comprehensive, based upon the material covered during the entire term.

### CHAPTER REVIEW QUESTIONS

A total of 20 chapter review questions have been assigned during the term. These are to be completed by your study group (5 students per group; members self-select. Completion of these questions, while optional, is strongly encouraged.

### CASE ANALYSIS

Case teams (5 members each) will be selected by lab instructors. Each case team is responsible for making a formal presentation of a case, preparing a written analysis of a second case and critiquing the presentation of a third case. During the last 5 weeks of the term, the first hour of each lab will be used for the formal, team presentations of cases. The second hour of these 5 labs will be used to review and reinforce the theories and concepts presented in the case and to discuss their relevance to current management issues and to organizations that students are familiar with.

Each team has 1 lab without a formal case assignment, but they **are expected to attend and participate.**

Details of the cases, team members and the schedule will be provided by your lab instructor.



BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY

Lecture Schedule

School of: School of Business

Program: (each instructor insert the appropriate program)

**BUSA 1100**

Option: (each instructor insert the appropriate option)

**Introduction to Management**

12 1/2 weeks of actual in class time divided as follows:

Week	Topic-learning outcome	Reading	Reading Guide (optional)	Lab
1 S 8-10	Orientation & Course overview Management Functions Organizational Effectiveness	Chapter 1-2	Handout Chpt 1# 2, 5 Chpt 2 # 2,3	
2 S 13-17	Working in teams	Chapter 14	Chpt 14 #2,4	Organizing activity
3 S 20-24	Organizational culture & environment- Leadership	Chapter 3	Chpt 3 #1, 4 handout	
4 S 27-1	Current issues-Globalization, diversity, ethics	Chapter 4 & 5	Chpt 4 #4, Chpt 5 #3, 4	
5 O 4-8	Decision Making Models	Chapter 6	Chpt 6 #3,4, 5	Case
6 O 12-15	Innovation in decision making-group decision making	Chapter 12		
7 O 18-22	<b>Mid Term exam-in Lecture</b>			Case
	<b>Planning</b>			
8 O 25-29	Foundations of planning	Chapter 7	Chpt 7 # 3	
9 N 1-5	Strategic management	Chapter 8	Chpt 8 # 3, 5	Case
	<b>Organizing</b>			
10 N 8-12	Organizational Structure & Design	Chapter 10	Chpt 10# 1,5	
11 N 15-19	Organizational change & development	Chapter 12	Chpt 12# 1, 3	Case
	<b>Controlling</b>			
12 N 22-26	Foundations of Control	Chapter 19	Chpt 19 #2, 4	Case
13 N 29- 3	Operations Management	Chapter 18	Chpt 18 # 1, 5	

Note: Read means very important as and there will probably be test questions here.

Note means important and will help develop your knowledge in the area-may still be tested on this area.

Review means interesting.

## Week of Sept. 8

### Chapter 1

<i>Page</i>	<i>topic</i>	<i>comment</i>
2	What's an organization	read
3	Who are managers	note
4	Types of managers	read
5	Efficiency/effectiveness	read
6-8	Functions/roles	read
10-12	Skills	note
12-16	variations	note

### Chapter 2

24	Division of labour	read
25-27	Scientific Management	read
28	Fayol & Weber	read
31	Mary Parker Follett, Chester Barnard	note
32	Hawthorne Studies	note
34-35	Behavioural science, Quantitative appr.	note
35	Process approach	read
35	Systems approach	
36	& contingency appr.	read
38-39	Trends	note
40	Psychological Contracts	read
41	Learning organization	read
42	TQM	read
43	Empowerment & Teams	read
44	Downsizing & contingent workers	review

### LAB

#### Team activity-Tall Tower

Bring self-perception exercise (page 18) and "Is bureaucracy for you" exercise (page 46) feel free to do these ahead of time- your responses are your own, they will not be discussed with the group.

#### Case handout

**Week of Sept. 13**  
**Chapter 14**

<i><b>Page</b></i>	<i><b>Topic</b></i>	<i><b>comment</b></i>
340-342	Group & stages of development	read
342-348	Group Concepts	read
348-350	Influences on group Behaviour	read
350-351	Types of teams	note
352	Diversity and teams	note
353	Benefits of teams	read
353-356	Effective teams	read
356-358	Managing teams	note
Handout	Clan Control	note
358-359	Teams & TQM	review

**LAB**

**Team activity**

Bring "are you a team player" exercise (page 361). Feel free to do this ahead of time- your responses are your own, they will not be discussed with the group.

**Week of Sept. 20**  
**Chapter 3**

<i><b>Page</b></i>	<i><b>topic</b></i>	<i><b>comment</b></i>
52-54	Omnipotent/Symbolic Synthesis	note
54	What is Culture	read
55-58	culture as personality	read
58-70	Environmental factors	read

**LAB**

**Environment exercise-**

Bring "What kind of organizational culture fits you most" exercise (page 72). Feel free to do this ahead of time- your responses are your own, they will not be discussed with the group.

**Week of Sept. 13**  
**Chapter 14**

<i>Page</i>	<i>Topic</i>	<i>comment</i>
340-342	Group & stages of development	read
342-348	Group Concepts	read
348-350	Influences on group Behaviour	read
350-351	Types of teams	note
352	Diversity and teams	note
353	Benefits of teams	read
353-356	Effective teams	read
356-358	Managing teams	note
Handout	Clan Control	note
358-359	Teams & TQM	review

**LAB**

**Team activity**

Bring "are you a team player" exercise (page 361). Feel free to do this ahead of time- your responses are your own, they will not be discussed with the group.

**Week of Sept. 20**  
**Chapter 3**

<i>Page</i>	<i>topic</i>	<i>comment</i>
52-54	Omnipotent/Symbolic Synthesis	note
54	What is Culture	read
55-58	culture as personality	read
58-70	Environmental factors	read

**LAB**

**Environment exercise-**

Bring "What kind of organizational culture fits you most" exercise (page 72). Feel free to do this ahead of time- your responses are your own, they will not be discussed with the group.



**Week of Sept. 27**  
**Chapter 4**

<i><b>Page</b></i>	<i><b>topic</b></i>	<i><b>comment</b></i>
78	Global perspective	read
79-80	Environment-TNC	note
81-84	Regional trading alliances	read
86-88	Legal & economic environment	read
88-90	Cultural environment-Hofstede	read
92-93	Acculturation	note

**Chapter 5**

102-103	Classical &	
102-104	Socioeconomic views of ethics	read
104-105	Arguments for & against	note
106-107	Social responsibility	note
108-110	Values based management	read
110-112	Green	note
112-113	Views of ethics	read
114-117	Ethics	read
118	International context	note
119-123	Codes of ethics	read

**LAB**

**Globalization exercise or ethical consideration exercise**

Bring "what are your cultural attitudes" exercise (page 95) and "attitudes towards business ethics" questionnaire (page 125). Feel free to do these ahead of time- your responses are your own, they will not be discussed with the group.

**Week of October 4**  
**Chapter 6**

<i><b>Page</b></i>	<i><b>topic</b></i>	<i><b>comment</b></i>
130-136	Decision making process	read
137-138	Rationality-bounded rationality	read
139-141	Types of decisions	read
142	Decision making styles	note
143-145	Certainty, uncertainty & risk	read
146-148	Group decision making	read
149	techniques for group decision making	read

## LAB

### CASE 1                      Group Presentation & Critique

Bring "what is your decision making style?" exercise (page 152). Feel free to do this ahead of time- your responses are your own, they will not be discussed with the group.

### Week of October 12

#### Chapter 12 (part)

<u>Page</u>	<u>topic</u>	<u>comment</u>
303-308	Stimulating innovation	read

### Reinforcement for midterm

## LAB

### Decision making activity

### Creativity activity

Bring "How innovative are you?" exercise (page 308). Feel free to do this ahead of time- your responses are your own, they will not be discussed with the group.

### Week of October 18

## MIDTERM

## LAB

### CASE 2

### Group Presentation & Critique

### Week of October 25

#### Chapter 7

<u>Page</u>	<u>topic</u>	<u>comment</u>
160	Planning-Definition & Purposes	Read
161-162	Types of plans	Note
163-165	Contingency Factors	Read
166-167	Objectives	Read

<i><u>Page</u></i>	<i><u>topic</u></i>	<i><u>comment</u></i>
168-170	MBO	Read

## **LAB**

### **Planning Group Exercise**

Bring "How well do I set Goals?" exercise (page 172). Feel free to do this ahead of time- your responses are your own, they will not be discussed with the group.

### **Week of November 1 Chapter 8**

<i><u>Page</u></i>	<i><u>topic</u></i>	<i><u>comment</u></i>
178-179	Levels of strategy	Read
180-187	Strategic Process	Read
189	Various Strategic options	Read
190	Portfolio Analysis	Note
192	Porter's industry analysis	Read
194	Generic Strategies	Read

## **LAB**

### **CASE 3                      Group Presentation & Critique**

Bring "Are you a risk taker?" exercise (page 198). Feel free to do this ahead of time- your responses are your own, they will not be discussed with the group.

### **Week of November 8 Chapter 10**

<i><u>Page</u></i>	<i><u>topic</u></i>	<i><u>comment</u></i>
230	Organizational structure	Read
232-233	Departmentalization	Read
234	Chain of command, span,	
235	Centralization & formalization	Read
238	Mechanistic vs. organic	Note
241-246	Structures	Read
247	Technology	Note

## LAB

### Structure Group Task

Bring "How willing are you to delegate" (page 251). Feel free to do this ahead of time- your responses are your own, they will not be discussed with the group.

Week of November 15

### Chapter 12 (part)

<i>Page</i>	<i>topic</i>	<i>comment</i>
286	What is change	Read
286	Internal/external forces for change	Note
287	Views of change	Note
289-290	Resistance	Read
291-293	Types of change situations	Read
296-297	Organizational Culture	Note
298	Re-engineering	Note
300-302	Stress	Read
303-306	Innovation	Read

## LAB

### CASE 4                      Group Presentation & Critique

Bring "How innovative are you?" exercise (page 308). Feel free to do this ahead of time- your responses are your own, they will not be discussed with the group.

Week of November 22

### Chapter 19

<i>Page</i>	<i>topic</i>	<i>comment</i>
480-482	MIS	Read
482-484	MIS and Management	Note
485-488	Financial & operations controls	Read
488-490	EOQ	Note
490	Behavioural Controls	Read
492-494	Performance Appraisal	Note
494-496	Discipline	Read
496-497	Substitutes for control	Read

## LAB

### Control Group Task

Week of November 29

### Chapter 18

<i><u>Page</u></i>	<i><u>topic</u></i>	<i><u>comment</u></i>
450	Operations Management	Read
450-451	Productivity	Read
452-454	Manufacturing and service	Read
452-460	Operations Management	Read
460-466	Control	Note
467-471	Current issues	Read

## LAB

### Operations Management Task

### Wrap up activity