



JUN 29 1998

BRITISH COLUMBIA INSTITUTE OF TECHNOLOGY School of Business

COURSE OUTLINE FOR: BUSA 1100

DATE: Sept-Dec 1997

TAUGHT BY: Wilf Ratzburg

TAUGHT TO:

*Program: Operations Management**Option: INTT/OPMT*

Hours/Week:		Total Hours:	3	Term/Level:	1
Lecture:	1				
Lab:	2				
Other:		Total Weeks:	14	Credits:	

Instructor:

Wilf Ratzburg

Office No. SE6-307

Phone: 925-0730 preferred or (451-6755)

E-Mail: frtzw906@bcit.bc.ca

Fax: 925-0730 preferred (listen to message first, then start fax) or 439-6700

Office Hours: AS POSTED

Pre-requisites: none

Course Description and Goals:

A study of the management functions; planning, organizing, staffing, and controlling. Included are such topics as forms of business, decision-making, organizational structure, utilization of human resources, business ethics, organizational control, and the use of teams in modern organizations. Special emphasis will be placed on the examination of team processes within the larger context of management.

Prior Learning Assessment Method:

Final Examination	40%
Participation	15%
Assignments	30%
Midterm Tests/Quizzes	15%

Course Learning Outcomes



At the end of this course, the student will be able to:

- define the 4 elements of management
- differentiate between line and staff functions
- describe the evolution of management thought
- define Scientific Management
- list the pros and cons of the traditional bureaucracy
- describe the impact of the Hawthorne Studies on management thought
- explain the utility of a contingency approach to management
- list and describe at least 3 elements of an organization's environment affecting management
- describe how societal, legal, organizational, and individual factors influence ethical behavior and decisions
- differentiate between the underlying principles of the utilitarian, moral rights, and justice approaches to ethics
- define the preconditions for meaningful decision making
- describe how certainty, risk, and uncertainty affect decision making
- define objectives as the term is used in planning and control functions
- differentiate between rational, bounded rational, and political decision-making models
- differentiate between strategic and tactical planning
- list and define the core tasks in the strategic planning process
- list and describe the phases of MBO
- describe the pros and cons of MBO
- define the elements of organizational structure
- differentiate between power, authority, accountability, and responsibility
- list and define the key components of the staffing process
- describe a variety of performance appraisal methods
- describe how different performance appraisal methods could be applied in the team process
- describe the importance of motivation for team members
- describe the team development process
- describe the elements of team effectiveness
- define the 4 basic elements of control
- describe various methods of organizational control
- define and describe ZBB
- describe the steps necessary for the implementation of organizational change
- discuss why individuals resist change
- discuss strategies for overcoming resistance to change

**Course Record:**

Developed by:	Wilf Ratzburg <i>W. Ratzburg</i> Instructor (signature)	Date: August 1997
Revised by:	Wilf Ratzburg <i>W. Rat</i> Instructor (signature)	Date: September 1997
Recommended by:	<i>R. Paul McS. Syst</i> Program Head Name & Department (signature)	Date: 9/5/97
Approved by:	<i>C. Farrell</i> Associate Dean Name & Department (signature)	Date: 9/5/97

Text(s) and Equipment**Required:**

Management (5th Canadian edition) by Robbins et al

Reference or Recommended:

Readings will be provided by the instructor during the course.

Course Notes (Policies and Procedures)

- **Assignments:** 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 exams. 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).
- **Labs:** Lab attendance is mandatory.



* This schedule is subject to change at the discretion of the instructor.

Week	Topics	Reference/ Reading
1	<ul style="list-style-type: none"> What is management? Evolution of management thought. The managerial environment 	Web search for: <ul style="list-style-type: none"> Scientific Management Frederick Taylor Hawthorne Studies Chester Barnard
2	<ul style="list-style-type: none"> Groups, teams, and the larger organizational context Team development Team processes Team effectiveness 	Web search for: <ul style="list-style-type: none"> Team Team effectiveness
3	<ul style="list-style-type: none"> The decision-making process Defining problems Decision making at the team level 	
4	<ul style="list-style-type: none"> Planning Strategic Planning 	Web search for: <ul style="list-style-type: none"> Strategic planning
5	<ul style="list-style-type: none"> Settings corporate philosophies, missions, goals, and objectives Management by Objectives Team charters and missions, goals, and objectives 	Web search for: <ul style="list-style-type: none"> Management by Objectives MBO and planning MBO and appraisal
6	<ul style="list-style-type: none"> Principles of classical organization The bureaucracy A contingency approach to organization Relationship between organization and job design 	
7	<ul style="list-style-type: none"> Teams and organization Role of power and authority in organization 	Web search for: <ul style="list-style-type: none"> Teams & Power & Leadership
8	<ul style="list-style-type: none"> Staffing the organization Recruitment, selection, orientation (socialization), training, and performance appraisal applied to teams and larger organizations Staffing the team 	Web site http://www.geocities.com/Athens/Forum/1650 : <ul style="list-style-type: none"> follow links to the Human Resource Management page; read sections on recruitment and selection
9	<ul style="list-style-type: none"> The Human Resource Management environment: Human Rights legislation, Employment Standards Act, BC Labour Code 	Web site http://www.geocities.com/Athens/Forum/1650 : <ul style="list-style-type: none"> follow links to the Human Resource Management page; read sections on BC Employment Standards Act



		and Labour legislation
10	<ul style="list-style-type: none"> Basic Organizational Behavior concepts: personality, motivation, leadership, organizational change, communication, conflict management Theoretical team issues Compensation and motivation in a team 	Web site http://www.geocities.com/Athens/Forum/1650 : <ul style="list-style-type: none"> follow links to the Organizational Behavior page; read sections on motivation
11	<ul style="list-style-type: none"> What is control? The control process Types of control Controlling behaviors Control applied to the team environment 	
12	<ul style="list-style-type: none"> Organizational change Assessing environment prior to change Implementing change 	
13	<ul style="list-style-type: none"> Ethics and social responsibility in management 	

Week	Material Covered	Reference/Reading
1	<ul style="list-style-type: none"> Introductions e-mail accounts (how to gain access to e-mail accounts using hotmail.com) Hypothetical scenario: in teams, students are to outline the steps taken to resolve the "management" dilemma 	<ul style="list-style-type: none"> http://hotmail.com
2	<ul style="list-style-type: none"> Team exercise: teams outline what is required to manage a team Team exercise: individuals are to describe what they consider to be the "worst" violation of learning team norms/standards Discussion of the efficacy of team charters 	
3	<ul style="list-style-type: none"> Questionnaire: Decision making and tolerance for ambiguity Case: Northwest Airlines 	Hellriegel: 208
4	<ul style="list-style-type: none"> Questionnaire: Personal Barriers to Creative Thought Case: Marzilli's Fine Italian Foods 	Hellriegel: 237
5	<ul style="list-style-type: none"> Examination of teams charters Evaluation of team objectives 	
6	<ul style="list-style-type: none"> Questionnaire: Centralization versus Decentralization – Personal Preferences Case: Changing Organizational Structure at Olivetti 	
7	<ul style="list-style-type: none"> Team self-examination: leadership, power, authority, responsibility, accountability, motivation, compensation, communication, participation 	
8	<ul style="list-style-type: none"> Discussion of appropriate interview questions Creation of a performance appraisal instrument (as applied to the learning team) 	Visit BC Ministry of Labour Website to read information on



		the Employment Standards Act
9	<ul style="list-style-type: none">• Examination of the B.C. Employment Standards Act (key points highlighted)• Discussion of key points in BC labour legislation	
10	<ul style="list-style-type: none">• Questionnaire: Work Motivation• Case: Cutting Payrolls Without Axing Any Employees	
11	<ul style="list-style-type: none">• Case: Turnaround at Campbell Soups	
12	<ul style="list-style-type: none">• Experiential Exercise: Organizational change	
13	<ul style="list-style-type: none">• TBA	