



A POLYTECHNIC INSTITUTION

School of Business

Program: Business Administration

Option: Degree Completion

**BUSA 7250****Management Skills and Applications****Start Date:** September 5, 2006**End Date:** December 13, 2006**Total Hours:** 45 **Total Weeks:** 15**Term/Level:** **Course Credits:** 3**Hours/Week:** 3 **Lecture:** **Lab:** **Shop:** **Seminar:** **Other:****Prerequisites****BUSA 7250 is a Prerequisite for:****Course No.** **Course Name****Course No.** **Course Name**

None

NSSC 8300 Creative Leadership

**■ Course Description**

This introductory course provides an overview of the basic skills of a 21st century manager. Application of these skills is acquired through a series of readings, case studies, and workplace analysis. The course begins by examining the evolution of management and organizational culture and environment. It proceeds to teach and develop the skills of decision making and the skills involved in planning, organizing, leading, and controlling. Communicating effectively, teamwork, facilitating change, and applying motivational techniques are also investigated. The course transforms the traditional management functions into 21st century practices that effectively respond to today's dynamic environment of accelerated change.

**■ Detailed Course Description**

The goals of this course are to effectively apply basic management skills in the workplace.

**■ Evaluation**

Assignment – papers, case studies, readings	70%
Final Exam	30%
<b>TOTAL</b>	<b>100%</b>

Comments: Please see Assignment Details — page 4 of this course outline — for further information.

**■ Course Learning Outcomes/Competencies**

Upon successful completion, the student will be able to:

1. Discuss the continuing evolution of management concepts, roles, and philosophies.
  - Identify some major advantages and challenges faced by the 21st century manager.
2. Maximize individual and organizational effectiveness within the organizational culture and environment.
  - Describe how organizational culture and environment enhance or constrain the role of a manager.
  - Develop methods for overcoming or coping with cultural and environmental constraints.
  - Recognize the impact of cultural diversity on day-to-day operations of the organization.
  - Recognize the impact of change on organizational culture, environment, and ethics.

■ **Course Learning Outcomes/Competencies (cont'd.)**

3. Use a variety of decision-making models to maximize team performance.
  - Apply a disciplined approach to decision making.
  - Utilize creating decision making.
  - Utilize individual or group decision making as appropriate.
  - Appreciate the impact of decisions on others within and beyond the organization.
4. Use planning skills to manage work of self and others within the organization.
  - Recognize the importance of planning.
  - Use planning tools to implement organizational plans.
  - Apply time-management strategies.
  - Plan and conduct effective meetings.
  - Fine-tune the planning process to effectively respond to organizational and environmental changes.
5. Maximize organizational and individual performance through the structuring of organizational, departments, and jobs.
  - Describe how structural contingencies affect individual and group behavior.
  - Identify some current trends and challenges in organizational and job design.
6. Explain how the effective acquisition and management of human resources can lead to optimum individual performance.
7. Plan and facilitate change proactively.
  - Critically examine change theories and principles.
  - Describe the process of facilitating and managing change.
  - Selectively apply change strategies.
  - Deal with some of today's change challenges.
8. Use performance monitoring mechanisms to ensure organizational goals are met.
  - Select appropriate mechanisms.
  - Adapt mechanisms to specific work environments.
  - Apply quality management techniques to facilitate improved performance.
9. Perform effectively in teams.
  - Describe group structure and stages of group development.
  - Differentiate between teams and groups.
  - Assess own performance in teams.
  - Adopt behavior necessary for optimum team performance.
10. Use the appropriate leadership style for given situations.
  - Critically examine leadership theories.
  - Recognize own existing leadership style with its strengths and limitations.
  - Critically analyze situations and select appropriate leadership style.
  - "Flex" own leadership style to meet the requirements of given situations and to optimize team performance.
  - Identify the changing role of the 21st century leader.

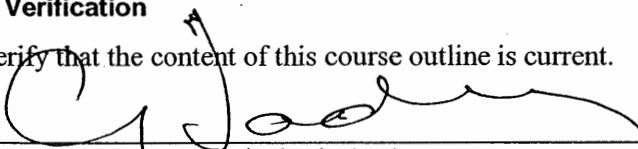
■ Course Learning Outcomes/Competencies (cont'd.)

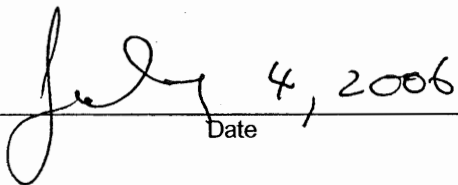
11. Use selected leadership skills in working with others.

- Maximize performance through the application of motivation techniques.
- Communicate effectively.
- Seize the opportunities and deal with the challenges of today's communication.
- Facilitate conflict resolution in a proactive manner.
- Apply enlightened discipline methods.

■ Verification

I verify that the content of this course outline is current.

  
\_\_\_\_\_  
Authoring Instructor

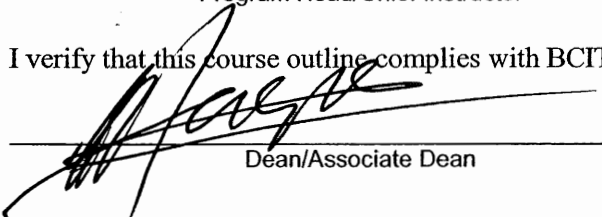
  
\_\_\_\_\_  
Date


I verify that this course outline has been reviewed.

\_\_\_\_\_  
Program Head/Chief Instructor

\_\_\_\_\_  
Date

I verify that this course outline complies with BCIT policy.

  
\_\_\_\_\_  
Dean/Associate Dean

  
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Date

Note: Should changes be required to the content of this course outline, students will be given reasonable notice.

### ■ Instructor(s)

Chris Gadsby

Office Location: SE6-329

Office Hrs.: Wednesday, 2:30-3:30

Office Phone: 604-916-1073

E-mail Address: cgadsby@bcit.ca

### ■ Learning Resources

#### Required:

BUSA 7250 Student Manual (available at BCIT Bookstore)

#### Recommended:

### ■ Information for Students

*(Information below can be adapted and supplemented as necessary.)*

The following statements are in accordance with the BCIT Student Regulations Policy 5002. To review the full policy, please refer to: <http://www.bcit.ca/~presoff/5002.pdf>.

#### Attendance/Illness:

In case of illness or other unavoidable cause of absence, the student must communicate as soon as possible with his/her instructor or Program Head or Chief Instructor, indicating the reason for the absence. Prolonged illness of three or more consecutive days must have a BCIT medical certificate sent to the department. Excessive absence may result in failure or immediate withdrawal from the course or program.

#### Academic Misconduct:

Violations of academic integrity, including dishonesty in assignments, examinations, or other academic performances are prohibited and will be handled in accordance with the 'Violations of Standards of Conduct' section of Policy 5002.

#### Attempts:

Students must successfully complete a course within a maximum of three attempts at the course. Students with two attempts in a single course will be allowed to repeat the course only upon special written permission from the Associate Dean. Students who have not successfully completed a course within three attempts will not be eligible to graduate from their respective program.

### ■ Assignment Details

The course contains ten assignments. Students must complete all ten assignments. Only the best seven assignments will count towards a student's final mark.

There is one final examination, which represents 30% of the final mark. However, each student must achieve a minimum of 50% in that final examination, in order to complete the course requirements and be granted course credit.

### Schedule

Week of/ Number	Outcome/Material Covered	Reference/ Reading	Assignment	Due Date
1	Introduction			
2	Management Process and Organizational Dynamics		Case Handout	TBA
3	Introduction to Management and Organizational Culture, Environment, and Ethics	Module 1	Case Discussion	TBA
4	Decision Making and Problem Solving	Module 2	Assignment 1	Thursday
5	Planning	Module 3	Assignment 2	Thursday
6	Organizational and Job Structure and Design	Module 4	Assignment 3	Thursday
7	Management of Human Resources and Change	Module 5	Assignment 4	Thursday
8	Performance Monitoring	Module 6	Assignment 5	Thursday
9	Teamwork	Module 7	Assignment 6	Thursday
10	Leadership	Module 8	Assignment 7	Thursday
11	Leadership Skills: Motivation and Communication	Module 9	Assignment 8	Thursday
12	Leadership Skills: Conflict Resolution and Discipline	Module 10	Assignment 9	Thursday
13	Contemporary Issues in Management		Assignment 10	Thursday
14	Course Review			
15	<b>FINAL EXAM</b>			

On-line readings to be assigned as appropriate.

Assignments should be e-mailed by midnight Thursday.

Feedback will be processed prior to next class on Wednesday.