



A POLYTECHNIC INSTITUTION

School of: Business  
Program: Degree CompletionBUS A 7250  
MANAGEMENT SKILLS AND APPLICATIONS

CRN 57891

Start Date: Apr 7, 2009

End Date: 4 Jul, 2009

Total Hours: 45 Total Weeks: 13

Term/Level :

Course Credits: 4.0

Hours/Week: 3

**v 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.

**v Evaluation**

Assignments (case studies and workplace analyses)	50	%	Comments: There are a total of four assignments in the course. Students will complete two assignments individually (10% each) and two (15%) in groups.
Participation	20	%	Students will be required to participate in online discussions and participate in course activities. Comments and overall participation will be evaluated.
Final Exam	30	%	<b>STUDENTS MUST RECEIVE PASSING MARK OF 50% ON THE FINAL EXAM TO PASS THE COURSE</b>
<b>TOTAL</b>	<b>100</b>	<b>%</b>	

**v Course Learning Outcomes/Competencies**

Upon successful completion of the course, 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.
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.
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

v **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

\_\_\_\_\_  
Date

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

v **Instructor(s)**

Starr Allaby

Office

100 F SE 42 Bby Office Phone: 604 412-7511

Location:

campus

Starr\_Allaby@bcit.ca

v **Learning Resources**

**Required:** Course manual available via the course website. (10 modules)

**Recommended:** regular reading from business publications

v **Information for Students: Course Notes, Policies and Procedures**

**Assignments:** The course contains four assignments. Assignments are found in the Assignment Section of the Course Contents. Each assignment consists of case studies and workplace analyses. Assignment 1 and 3 are to be completed individually, while Assignment 2 and 4 are to be completed in groups. Individual assignments are worth 10% each and group assignments are worth 15% of a student's grade.

**Exams and Make up Exams:** There is only one exam in the course: final at end of course; no midterm. It makes up 30% of the student's grade. The exam is closed book; it is a combination of multiple choice questions and short answer questions. No electronic dictionaries; paper only. Each student must achieve a minimum of 50% in that final examination, in order to complete the course requirements and be granted course credit. If the student does not receive a passing grade on the final exam, he/she will be allowed one attempt at a rewrite of the final exam, provided he/she has completed the assignment requirements of the course.

**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.

**Attendance:** The attendance policy as outlined in the current BCIT Calendar will be enforced. Attendance will be taken at the beginning of each session. Students not present at that time will be recorded as absent. Online submission of assignments contributes to attendance in net versions of this course.

**Requirements to Pass Course:** Students must pass the individual components of the course in order to receive credit for the course, i.e. a passing grade on the assignment and exam components.

**Participation:** Active participation is essential to accomplish the course objectives. All assigned reading must be done within assigned timeframes. Students will also be expected to participate with their group on the two group assignments. Students are required to make one new post and one response to another student's post in each of the 10 modules (300 word max each). Online responses to discussion questions are meant to foster similar learning experiences to classroom discussions. Student will be required to make one new post and one response to another student's post in each of the 10 modules (300 word max each). Note that regular posting is essential to getting a good mark but not sufficient. Quality of response is critical. Not all of the responses to the discussion questions will be graded. The instructor will take a random sampling of 5 of a student's 20 responses and grade them on the following scale. If you did not respond to a discussion question in the week that is randomly selected, the grade will be negatively impacted.

*Outstanding Participation (16 -20; A, B level work):* Posts responses to all Discussion Questions, consistently participates and moves discussions forward with their preparation and well thought out responses. Student volunteers a high quality of analysis and insights or applications of course content. Assists other class members to understand course objectives. Student demonstrated leadership and responsibility in online activities, the group assignments and course communication.

*Successful Participation (10 – 15; P-C level work):* Misses posting no more than one response to Discussion Questions and contributes with good observations and analysis. Avoids off task, chatty style and opinions that aren't argued logically. Postings demonstrate understanding of assigned readings and they are able to explain the concepts in the text. Participates in a manner that is not overly critical of others. Participated in online activities, responded to emails and contributed to group assignments.

*Unsatisfactory Participation (0 –9, F):* Not prepared and does not post responses to Discussion Questions. Two or more posts missing. Presents poorly reasoned observations and analysis; frequently "off task" in responses and/or chats, gives opinion without explanation. Does not contribute to online discussions. Did not adequately participate in course activities, group assignments and course communications.

**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.

**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 the appropriate program.

**Examinations:** Each student must ensure he/she registers with the Program Assistant for one of the scheduled exam seatings (unless he/she lives outside the Lower Mainland in which case the student must follow the procedure for having the exam proctored). In order to write on campus exams, each student will be required to produce photo ID at exam centres. The ID must be placed on the desk before an exam will be issued to the student and must remain in view while writing the exam for inspection by invigilators. Acceptable ID is a BCIT OneCard or two pieces of identification, one of which must be government photo ID such as a driver's license. Please see BCIT Policy #5300 for formal invigilation procedures.

## v Assignment Details

The assignments are each worth 10% (individual) and 15% (group) towards a student's grade. The assignments are an application of the course content in the form of case studies and/or workplace analyses. The cases have been drawn from a wide variety of environments and the student will be expected to apply the module content to the related case. The workplace analyses allow the student to focus in on his/her own discipline and experiences and apply the content in a more direct way. This combination of work ensures the student is prepared to effectively apply the course content in workplace settings.

Assignments 1 and 3 are to be done individually and must be submitted via the course site. Assignment 2 and 4 are to be done in groups and will be submitted by one of the group members. Students will have an opportunity to sign up for groups within the course website. Late assignments will be penalized 10% per day and will not be accepted after 7 calendar days past the due date. In exceptional circumstances flexibility and discretion will be used implementing this policy, **provided the instructor is advised of the circumstances before the due date of the assignment.**

**WEEKLY SCHEDULE 7 April –4 Jul 2009 CRN 57891**

<b>Week No.</b>	<b>Topic</b>	<b>Readings/Assignments</b> <i>Assignmtns due no later than Mon midnight on due date</i>
<b>Wk 1 begins Tues</b> <b>Apr 7/09</b>	<b>Introduction</b>	
<b>2 begins Tues</b> <b>Apr 14</b>	<b>Introduction to Management</b> <b>Organizational Culture/Environment</b> <b>Ethics</b>	<b>Module 1</b>
<b>3 begins Tues</b> <b>Apr 21</b>	<b>Decision Making and Problem Solving</b>	<b>Module 2</b>
<b>Assignmt 1</b>	<b>Individual assignmt on Modules 1 &amp; 2</b>	<b>Due M Apr 27</b>
<b>4 begins Tues</b> <b>Apr 28</b>	<b>Planning</b>	<b>Module 3</b>
<b>5 begins Tues</b> <b>May 5</b>	<b>Organization and Job Structure and Design</b>	<b>Module 4</b>
<b>6 begins Tues</b> <b>May 12</b>	<b>Management of Human Resources and Change</b>	<b>Module 5</b>
<b>Assignmt 2</b>	<b>Group assignmt on Mods 3-5</b>	<b>Due M May 18</b>
<b>7 begins Tues</b> <b>May 19</b>	<b>Performance Monitoring</b>	<b>Module 6</b>
<b>8 begins Tues</b> <b>May 26</b>	<b>Teamwork</b>	<b>Module 7</b>
<b>Assignmt 3</b>	<b>Individual assignmt on Mods 6 &amp; 7</b>	<b>Due M June 1</b>
<b>9 begins Tues</b> <b>June 2</b>	<b>Leadership</b>	<b>Module 8</b>
<b>10 begins Tues</b> <b>June 9</b>	<b>Motivation and Communication</b>	<b>Module 9</b>
<b>11 begins Tues</b> <b>June 16</b>	<b>Conflict Resolution and Discipline</b>	<b>Module 10</b>
<b>Assignmt 4</b>	<b>Group assignmt on Mods 8-10</b>	<b>Due M June 22</b>
<b>12 begins T June</b> <b>23</b>	<b>Course Review</b>	

13 Jun 30- Jul 4 /	Final Exam (Dates to be announced early in term)	
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