



A POLYTECHNIC INSTITUTION

Course Outline

School of: Business

Program: Part-Time Studies

Option:

**BUSA 2005  
Introduction to Management**

**Start Date:** Week of September 9, 2002

**End Date:** Week of December 2, 2002

**Total Hours:** 45  
4

**Total Weeks:** 13

**Term/Level:** Fall 2002

**Course Credits:**

**Hours per Week:** 3.5

**Prerequisites**

**Course Number is a Prerequisite for:**

**Course No.**  
None

**Course Name**

**Course No.**  
HRMG 3170  
BUSA 4800

**Course Name**  
HR Dynamics Workshop  
Management Policy

**Course Description (required)**

This course investigates the primary functions of management and managerial roles in teams, projects, departments and the organization as a whole. Strategic planning, operational planning, leading, organizing and controlling for performance will be addressed. Through actual business scenarios, cases and exercises, you will gain experience and be able to apply the skills and knowledge in work situations.

**Evaluation**

Mid Term Examination	20 %
Final Examination	40 %
Team Cases	30 %
Ability to demonstrate appropriate workplace behaviours including attendance, participation, and self-management in various school settings, both individually and in teams (individual)	10%
<b>TOTAL</b>	<b>100%</b>

**Comments:** Students must receive an overall passing grade on the individual components of the course in order to pass the course. Individual components comprise 70% of the grade for the course.

**Course Learning Outcomes/Competencies**

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 businesses
3. Understand the importance of planning and the process of planning
4. Apply a decision-making methodology to improve the quality of management decisions
5. Demonstrate competence at completing written case analysis and making professional presentations.
6. Analyze and evaluate business situations involving management issues and develop appropriate responses to improve the situation by:
  - Identifying and interpreting business situations
  - Applying commonly used models and methodologies for analysis
  - Developing appropriate alternatives and solutions
  - Presenting recommendations and an action plan
7. Demonstrate skills in working effectively as a member/leader in a team

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**Verification**

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

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Authoring Instructor

\_\_\_\_\_

Date

I verify that this course outline has been reviewed.

\_\_\_\_\_

Program Head/Chief Instructor

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Date

I verify that this course outline has been reviewed.

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Dean/Associate Dean

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Date

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## Instructor(s)

Office Location:

Office Phone:

E-mail address:

Office Hours:

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## Learning Resources

### Required:

Robbins, Stephen P., et al. *Management* (7<sup>th</sup> Canadian Edition), Prentice Hall. Students should also check out the internet sites that are referenced in the text as well as the accompanying on-line study guide.

### Recommended:

Daily reading of the business section of either the *National Post* or *Globe and Mail*.

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## Information for Student

**Assignments:** Late assignments, lab reports or projects will **not** be accepted for marking. Assignments must be done on an individual basis unless otherwise specified by the instructor.

**Makeup Tests, Exams or Quizzes:** There will be **no** makeup tests, exams or quizzes. If you miss a test, exam or quiz, you will receive zero marks. Exceptions may be made for **documented** medical reasons or extenuating circumstances. In such a case, it is the responsibility of the student to inform the instructor **immediately**.

**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.

**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.

**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.

**Course Outline Changes:** The material or schedule specified in this course outline may be changed by the instructor. If changes are required, they will be announced in class.

**Team Work:** Working effectively together in teams is an essential skill and a critical part of this course. You are expected to identify and address any important team issues, concerns or problems as they occur. Seek the assistance of your instructor if the team is not able to resolve the issues on its own. Team components comprise 30% of the grade for the course and, in all but exceptional circumstances, team members will be graded equally.

**Participation:** Active participation in class is essential to accomplish the course objectives. All assigned reading must be done before the class. Students will find it most effective to skim the assigned reading and then to read in more depth the areas that have been highlighted in class.

### Assignment Details

**Team cases** (30% of the course grade). **Students will be assigned to teams by the instructor.** Each team will be responsible for preparing the following: a written analysis of a practice case (10%); a written analysis of a second case (10%); a formal presentation of a third case (10%). You will work with the Case Analysis format and approach (attached). Both the presentation and the written analysis are to provide a brief overview of the situation as well as including information about the key concepts in the appropriate chapters. The specific cases will be assigned from relevant chapters in the textbook.

An unfortunate reality of team projects is that some members do not contribute sufficiently to the team's effort. At the other extreme, one or two members may insist on doing all of the work and exclude others from contributing. Neither situation makes for an effective team. While the concepts you are learning in this course will help you to work together effectively there may still be problems you are unable to solve. Please bring these to the attention of your instructor as soon as you recognize that they may be serious. If the difficulties cannot be resolved with the assistance of your instructor, differential grading of team members will be considered.

**Participation, attendance, and ability to demonstrate appropriate workplace behaviours.** (10% of course grade). Your grade will be determined by regular attendance, the extent to which you are prepared for class, your contribution to class discussions, the extent to which you enable others to participate, and other expected workplace behaviours.

### EXAMS

The formats for the mid-term and final exams will consist of multiple choice questions, questions that require short responses (1-2 sentences), and essay-type questions that require 1-2 paragraphs. The mid-term exam is worth 20% of your final mark; the final, 40%; for a total of 60% for both exams.

**Schedule**

<b>Week of/ Number</b>	<b>Outcome/Material Covered</b>	<b>Reference/ Reading</b>	<b>In-Class Activities</b>	<b>Assignment Due Date</b>
<b>INTRODUCTION</b>				
1. Sept 9	Overview and Management Functions Perspectives on Organizational Effectiveness	Canadian Introduction, pgs. xix-xxvii and Chapter 1		
2. Sept 16	Current Trends and Issues in Management	Chapter 2, pages 34-40		
<b>DEFINING MANAGERS TERRAIN</b>				
3. Sept 23	Organizational Culture and the Environment: The Constraints	Chapter 3		
4. Sept 30	Social Responsibility and Managerial Ethics	Chapter 5		
5. Oct 7	Managing in a Global Environment	Chapter 4	Team Assignments	
6. Oct 14	Decision-Making: The Essence of the Manager's Job	Chapter 6	Practice case study—in class	
7. Oct 21	<b>MID-TERM--Chapters 1,2,3,4,5, and 6</b>			
<b>PLANNING</b>				
8. Oct 28	Foundations of Planning	Chapter 7	Practice case study—in class	
9. Nov 4	Strategic Management	Chapter 8		
<b>ORGANIZING</b>				
10. Nov 11	Organizational Structure & Design	Chapter 10	Team Presentations	Written Case Analysis
11. Nov 18	Managing Change and Innovation	Chapter 12	Team Presentations	Written Case Analysis
<b>CONTROLLING</b>				
12. Nov 25	Foundations of Control Operations and Value Chain Management	Chapter 18 Chapter 19	Team Presentations	Written Case Analysis
13. Dec 2	<b>FINAL EXAM--Chapters 7, 8, 10, 12, 18, and 19</b>			

# CASE ANALYSIS

## OBJECTIVES

The purpose of the presentation and written analysis of a case situation is to demonstrate that you can:

1. Apply the theories and concepts of **management** correctly to a specific situation.
2. Identify managerial approaches and actions that will deal effectively with a problem.
3. Present your ideas and opinions in well-organized form.

Please keep these objectives in mind while preparing your analysis of the assigned cases.

## PROBLEM-ORIENTED APPROACH

The presentation and the written report should be organized under the following headings:

### I. SYMPTOMS AND EVALUATION OF KEY FACTORS

The symptoms should be stated in point form (such as, "Employee turnover rate was higher than industry average" or "the firm is experiencing lower profits than the industry average.") A symptom is telling us that something is the matter. A symptom is a fact, something we observe, etc.

The question to ask is: "Am I referring to symptoms or the problem?"

### II. STATEMENT OF THE PROBLEM

This should be a brief, one-sentence statement of the problem in **management terms**. It must be specific, such as "The firm did not employ proper human resource management techniques" and not "The problem is poor management." The problem statement needs to be specific enough that you can apply a specific course of action.

The question to ask is "Have we identified the basic management problem?"

### III. ANALYSIS (OR CAUSES OF PROBLEM)

This section discusses what has led to the problem identified. Only the information pertinent to the problem is discussed. The major objective in this section is to illustrate clearly how you are using management concepts to understand the reasons for unsatisfactory results; demonstrate that you are applying course material. It is important that your analysis is supported by information in the case. If you make any assumptions, be sure that they are stated.