



A POLYTECHNIC INSTITUTION

School of Business

Program: Business Administration

Option: ARSC

BUSA 7250
Management Skills & Applications

Start Date: January, 2008

End Date: April, 2008

Total Hours: 3 **Total Weeks:** 15

Term/Level: **Course Credits:** 3

Hours/Week: 3 **Lecture:** 3 **Lab:**

Shop: **Seminar:** **Other:**

Prerequisites

BUSA 7250 is a Prerequisite for:

Course No. **Course Name**

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None

ARSC 8070 Project Delivery

v Course Description (required)

The course provides an overview of the basic skills of a manager and applies these skills through a series of projects and case studies. It examines the evolution of management and the organizational culture and environment. It also teaches the decision-making skills and the skills involved in planning, organizing, leading and controlling, including planning and facilitating change, teamwork, applying motivational techniques and effective communication.

v Evaluation

Three Assignments (15% each)	45%
Participation	25%
Final Exam	30%
TOTAL	100%

v Course Learning Outcomes/Competencies

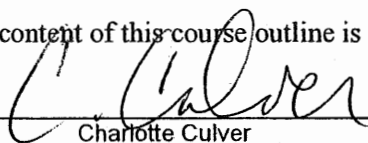
Upon successful completion, the student will be able to:

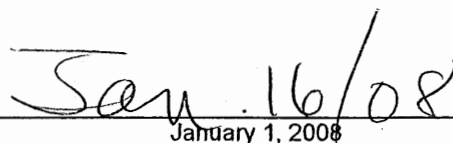
1. Discuss the continuing evolution of management concepts, roles and philosophies.
2. Maximize individual and organizational effectiveness within the organizational culture and environment
 - * Describe how organizational culture and environment enhance or constrain the role of a manager.
 - * Develop methods for overcoming or coping with cultural and environmental constraints.
 - * Recognize the impact of cultural diversity on day-to-day operations of the organization.
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.
5. Maximize organizational and individual performance through the structuring of organizational, departments and jobs.
- * Describe how structural contingencies affect individual and group behaviour
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.
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 behaviour 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.

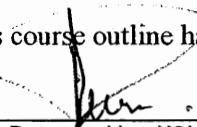
v Verification

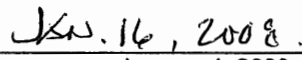
I verify that the content of this course outline is current.


Charlotte Culver

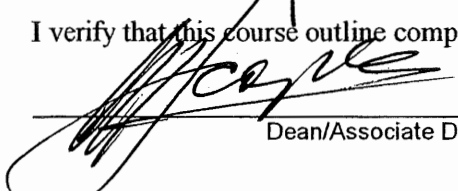

January 1, 2008

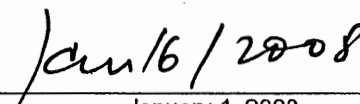
I verify that this course outline has been reviewed.


Program Head/Chief Instructor


January 1, 2008

I verify that this course outline complies with BCIT policy.


Dean/Associate Dean


January 1, 2008

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

▼ **Instructor: Pierre Matthee**

Charlotte Culver

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▼ **Learning Resources**

Required:

Management Powertools by Harry Onsman, McGrawHill ISBN 00-747-1345-0

▼ **Information for Students**

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

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 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.

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.

▼ **Assignment Details**

The course contains three hand-in assignments. Each assignment is weighted 15%. Attendance and participation in the class discussions will contribute 25% towards the student's grade. There is one final examination, which makes up the final 30% of the student's mark. A mark of 50% in the final examination must be achieved in order to complete the course requirements and be granted course credit.

Week of/ Number	Topic	Reading	Due Dates
1	Environment and ownership		
2	Strategic intent	Chapter 1	Plan for assignment 2
3	Strategic positioning	Chapter 2	
4	Measuring performance	Chapter 3	Article 1
5	Changing culture	Chapter 5	
6	Growing a diversified business & Organization Structure	Chapter 6 handout	Article 2
7	Managing performance and Enabling others	Chapters 11 & 12	Assignment 2
8	Selecting people	Chapter 14	
9	Leading people	Chapter 16	Article 3
10	SPRING BREAK		
11	Involving employees	Chapter 17	
12	Developing people	Chapter 18	Article 4
13	Developing teams	Chapter 19	
14			Assignment 3
15	Final Exam		

Assignment 1 - Article – Group component

Objective

You will lead a learning forum based on a current business publication. Introduce the article and demonstrate your understanding and application of management ideas to the article. Present your ideas and opinions in a well-organized and convincing form to facilitate learning for other students.

Team Size and Composition

There will be four teams; each team is responsible for developing one learning forum.

Learning forum

The discussion will focus on topics from this Management course. The discussion will include information you have found as well as understanding the article within the concepts from the course. Your discussion will need to include interaction with your “audience”. Creativity is encouraged.

Deliverables and Evaluation

- Each member of the team will receive the same grade unless there is evidence to indicate otherwise. The learning forum is worth 15% of your course grade.
- Each team member will bring an article to lab the week prior to the discussion. One article will be selected for the team to present.
- Each team member will lead a discussion of 20 minutes to a small group of students.
- Bring enough copies of whatever teaching material you think will aid your listeners for each audience member.

Due date for individual article submission.	Due date for discussion during lab.
Week 3	Week 4
Week 5	Week 6
Week 8	Week 9
Week 11	Week 12

Evaluation Criteria

- **Well-prepared:** comprehensive approach, can relate concepts *without* reading from notes
- **Interactive:** good eye contact, clear voice, demonstrates good listening skills, responsive to the group, sense of humour
- **Time:** manages time appropriately
- **Peer evaluation:** these will be compiled, transcribed and returned to the presenter. Comments from the evaluation will be considered but not directly calculated into the grade.

Assignment 1 - Article– Individual component

Each student is required to read the article posted on shareIn and complete the Pre-work before lab

Student name: _____

PRE - WORK

- a) **Organizational effectiveness** – what evidence or indication is there that this organization is demonstrating effectiveness or ineffectiveness at this point in time and in this particular situation?

- b) **Stakeholders** – identify all important stakeholders or stakeholder groups and briefly describe their respective interests or goals.

- c) **Course Concepts** – make a list of relevant management concepts (3-5) that come to mind when you are reading the article.

Assignment 2

Objective

This assignment will allow you to become familiar with one firm which employs people in your sector. Your team will research one company which is in the public domain. There can be no duplication of firms within a set. Consider companies which are listed in BC top 100 companies to work for or which you are interested in working for. It is expected that all members of your team will be equally knowledgeable about both firms at the end of the project.

Team Size and Composition

You are given the option of working within a group or individually for this assignment. Each member of the team will receive the same grade.

Report Content

The project will focus on specific topics from this Management course. Your research will cover concepts such as defining the external environment, social responsibility and strategic management (just to name a few). The results of your research will be presented in written form.

Deliverables and Evaluation

Each member of the team will receive the same grade. The report is worth 15% of your course grade.

- Week 2 lab: submit the name of the firm you will be studying and your team members.
- Week 7 lab: submit report.

Report Format:

Grammar, spelling and consistency between parts written by different team members will be evaluated. Reports will be presented in printed form; use a font of size 12; single line spacing, 1 inch margins.

Report contents:

Title page

Executive summary

Table of contents

- a) Company introduction; background "bio" of the company and brief history; (1 page)
- b) Company ownership; type of organization and key personal ; (1 page)
- c) Organizational culture; description of the organizational culture; (1 page)
- d) The Environment; overview and description of the key factors in the organization's "general and specific" environment; (1 page)
- e) Strategic planning; discussion of the key planning and strategy challenges facing the firm with an assessment of their ability to meet these challenges (1 page)
- f) Organizational structure and design; describe the current organizational structure; (1 page)
- g) Analysis; discuss how the external environment affects the organization's culture, strategy and structure.(2 pages)

Bibliography

Appendix

Resources for Assignment 2

- Leaders in your chosen firm
- Textbooks, lectures and labs
- The Business Press
- Home Pages of your chosen company
- <http://www.fastcompany.com/welcome.html>
- <http://www.progresscorp.com/>
- http://hiring.monster.com/resourcecenter/resource_center.aspx
- <http://www.bcbusinessmagazine.com/>
- <http://www.walrusmagazine.com/>
- <http://www.bcit.ca/library/databases/192>
- <http://money.cnn.com/magazines/fortune/>
- <http://www.vault.com>
- <http://www.books24x7.com>