



A POLYTECHNIC INSTITUTION

School of Business

Program: Business Administration

Option: MKTG

BUSA2100

Principles of Management

**Start Date:** 5 January 08

**End Date:** 13 March 08

**Total Hours:** 30 **Total Weeks:** 10

**Term/Level:** 2 **Course Credits:** 2

**Hours/Week:** 3 **Lecture:** 1 **Lab:** 2 **Shop:** **Seminar:** **Other:**

**Prerequisites:**

**BUSA2100 is a Prerequisite for:**

**Course No. Course Name**

**Course No. Course Name**

ORGB Organizational Behaviour  
1100/1105(PTS)

### ■ Course Description

A study of the basic concepts of the management process: planning, organizing, staffing, directing and controlling. Integrated with the concurrent first-term courses and using the case study method, it creates opportunities for the students to develop analytical, problem solving, teamwork, and communications skills, by analyzing and presenting solutions to typical business problems. Topics covered include: structuring organizations, decision-making and an introduction to production, human resources, controlling, and strategic and tactical planning.

### Evaluation

Evaluation:		
<i>Policy:</i> To be given credit for the group assignment, students must achieve at least 50% on the individual components of the course		
Final Exam	30%	Individual component
Management Project	40	Group work
Midterm Quiz	10	Individual component
Lab Assignments	15	Individual component
Lab Participation	5	Individual component
Total	100%	

## Course Learning Outcomes/Competencies

Upon successful completion, the learner will:

Be able to relate the course content to business publications.

Know the meaning of key terms that are commonly used in management

Understand many of the concepts that shape management practices in organizations.

Key topics that will be covered include:

Corporate structure

Organizational effectiveness (balanced scorecard measures)

Managerial roles and the skills necessary to be an effective manager

Corporate social responsibility

Organizational culture

External organizational environment

Management functions of planning (planning and strategy), organizing (structure and HR), and control (foundations).

■ Verification

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



Angela Kelleher

December 2008

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

\_\_\_\_\_  
Date

I verify that this course outline has been reviewed.

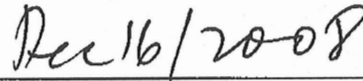
\_\_\_\_\_  
Program Head/Chief Instructor

\_\_\_\_\_  
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.

**■ Instructor(s)**

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	Office Hrs.:	As posted or <a href="http://timetables.bcitbusiness.ca/">http://timetables.bcitbusiness.ca/</a>	E-mail Address:	David_Meers@bcit.ca
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**■ Learning Resources**

Required: Robbins, Coulter, Langton, Management, 2<sup>nd</sup> Custom Edition for BCIT (taken from 9th Canadian Edition), Pearson Prentice Hall

**■ Information for Students**

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>.

**Assignments:** Late assignments will be penalized 10 percent for each day past the due date.

**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 lab. Students not present at that time will be recorded as absent. *Students missing more than 10% of classes may be prohibited from writing the final exam.*

**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 their respective 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

### FINAL EXAM – (30%)

The final exam will consist of multiple choice and written answer questions. It will cover all material covered in the labs and lectures from the beginning of the course to the date of the exam. The final exam may include specific questions related to the management project.

### MIDTERM QUIZ – (10%)

One midterm quiz will be given during the lecture time slot. This quiz will consist of multiple choice questions.

### MANAGEMENT PROJECT-- (40%)

Please see the attached handout for the details of the Management project.

This is a team project (3 teams per set). The teams will select two competing organizations in the same industry they will study during the term. The organizations should be local, and interviews and/or site visits should be arranged. It should be "in the news" and/or there should be considerable information about the organizations in the public domain. Selection of organizations must be approved by your lab instructor. Teams in each set must work on different industries and companies. Each team will prepare a written report that describes and analyzes the organization based on key topics from the course.

### ASSIGNMENTS – (15%)

Please see the attached handout for the details of the article assignments.

Students are responsible for 3 assignments, each worth 5%. Each assignment is based on an article from the business press on a topic related to the course. Students must read and prepare a worksheet on an article before coming to lab, and then will complete a second part of the assignment while in the lab.

### PARTICIPATION – (5%)

Your grade for participation will be determined by regular attendance, the extent to which you are prepared for class, your contribution to class discussions and the extent to which you enable others to participate. *As a component of participation, each student will be required to share a current business article with the class. Other individual assignments may be given.*

Your ability to demonstrate appropriate workplace behaviours including attendance, participation, and self-management in various school settings, both individually and in teams will be taken into consideration.

Excellent participation (4-5%) is defined as a student attending all labs, consistently participating and moving ahead in class discussions. Volunteering high quality analysis and insights or applications of course content. Assisting other class members in development and understanding of course objectives. Helping others participate effectively. Being punctual and attentive.

Satisfactory participation (3-4%) is defined as a student missing no more than one lab, being prepared with good observations and analysis when called upon. Understanding assigned readings and being able to explain the concepts put forth in the text. Participating in a manner that is not dominating or overwhelming of others. Not distracting others.

Unsatisfactory participation (0-3%) is defined as not being prepared when called upon, missing classes, presenting poorly reasoned observations and analysis, being "off task" in lab activities, not contributing to large class discussions or small group activities, dominating class or small group discussions, talking with other classmates at inappropriate times, etc.

### Weekly Schedule BUSA 2100–Principles of Management

	Week of	Lecture Topic	Reading	Lab Activities
		<b>DEFINING MANAGERS' TERRAIN</b>		
1	Jan. 5-9	Course Introduction Organizational Culture and the Environment	Robbins Ch 1, 2	Set up of teams and outline of course and requirements. UPS article distributed in lab
2	Jan. 12-16	Managing in a Global Environment	Robbins Ch 3	UPS article discussion All articles submitted to share-in by start of lab
3	Jan. 19-23	Ethics and corporate social responsibility	Robbins Ch 4	<b>Article A (culture) due (pre-work and lab work for 5%)</b> <b>Team Charter, project plan, and evaluation form – Due by 2:30pm Jan 23 in lecture</b>
		<b>PLANNING</b>		
4	Jan. 26-30	Planning	Robbins Ch 6	Lab Exercise (to be distributed in class)
5	Feb 2-6	MIDTERM QUIZ (10%)		Lab Exercise (to be distributed in class)
		<b>ORGANIZING</b>		
6	Feb. 9-13	Strategy	Robbins Ch 7	<b>Article B due (pre-work and lab work for 5%)</b>
7	Feb. 16-20	Organizational Structure & Design	Robbins Ch 9	Interim peer evaluation due Lab exercise (to be distributed in class)
8	Feb. 23-27	Human Resource Management	Robbins Ch 11	<b>Article C due (pre-work and lab work for 5%)</b> Note: no lab on Wednesday, Feb 25 <sup>th</sup> due to Instructor PD Day
		<b>CONTROLLING</b>		
9	Mar. 2 - 6	Foundations of Control	Robbins Ch 15	<b>Management Projects – Due by 2:30pm March 6 in lecture</b> Lab Exercise (to be distributed in class)
10	Mar. 9-13	Final Exam (30%)		

Note: This schedule is a guideline only; your instructor may adjust activities and deadlines as needed

## Lab Assignments - Articles and Worksheets

### General Instructions for Students

This worksheet is designed to facilitate the identification and discussion of relevant course topics and their application to specific articles from business publications. The quality of your work on these sheets and your contributions to the related discussions is the most significant component in determining your individual lab assignment grade for this course.

**There are three parts to this assignment:**

1. Recommending an article on one of the three topics
2. Reading the assigned article and complete the pre-work for the three chosen articles
3. Participate in the lab discussions and activities and complete a second worksheet during lab

### Recommending an article

There are three different topics for articles – you will be assigned a topic in your lab in week 1, and you will have one week to review the chapter contents in the book so that you know what is relevant, find an article in the business press related to that topic, and submit your article to your instructor for consideration. Your instructor will then review the articles submitted and pick one on each topic that will be assigned reading for everyone in the course (see lab schedule for specific dates). Your article should be from the business press (e.g. Fortune, Business Week, BC Business, Business in Vancouver), not an academic journal and not something from the organization's own website or written by them. It needs to have lots of specific information and detail about how the organization is applying the concepts that relate to that chapter – it should be at least 1-2 pages long. Make the file name of your last name and the name/title of the organization (e.g. Smith\_UPS.doc). Submit it to your set in share in – choose BUSA/ 2100/ FMGT/your set letter. Late submissions, submissions without your last name as the first word of the file name and/or submissions to the wrong place on share in will NOT be accepted, as we will be reviewing these articles and making our choices as soon as they are submitted. The three topics are:

1. Organizational Culture
2. Corporate Social Responsibility (CSR)
3. Corporate Strategy

### Read the assigned articles and complete the pre-work

The worksheet included here needs to be completed BEFORE lab and handed in at the BEGINNING of the lab and will be considered for part of the 5% for the assignment. You may want to keep a copy of your work to use in the lab – you will not have access to the original in lab. **Students who have not done this pre-work will be excused from the lab and will forfeit the 5% grade.** The articles will be discussed in the following labs:

- Week 3 - Organizational Culture
- Week 6 - Corporate Social Responsibility (CSR)
- Week 8 - Corporate Strategy

### Participate in the lab discussions and activities, and complete a second worksheet during the lab

Your instructor will bring all the materials to class – just bring your textbook, a copy of the article and a copy of the homework you completed.

Hand in at START of Lab Topic: \_\_\_\_\_

Last name: \_\_\_\_\_ First name: \_\_\_\_\_ Set: \_\_\_\_\_

**Organizational effectiveness** – Is the organization showing organizational effectiveness or ineffectiveness? Give at least two specific examples to support your answer.

Answer:
1.
2.

**Stakeholders** – Identify at least five of the most important stakeholders or stakeholder groups and briefly describe their interests or goals.

1
2
3
4
5.

**Course Concepts** – Review the chapter related to the topic and name and briefly describe how at least 3 course concepts relate to this example

1.
2.
3.

## Management Project (40%)

### Objective

In this project you will learn about the management of two excellent firms operating within the same industry. Your team will research two companies which are in the public domain and will describe the companies based on specified management topics. There can be no duplication of firms or industries within a set and the selection of companies must be approved by your lab instructor. 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. Review the project content/topics before you choose your industries and companies, and do some preliminary research to make sure that you can access enough information to write a good report.

### Team Size and Composition

Your team will be too large to work with as one unit. It is expected the team will be organized so as to achieve high performance and capitalize on each member's skills and abilities. The project will cover the length of Term A so working relationships are important. Your team will need skills in both task and maintenance areas; and will develop skills in planning and coordination. As a separate 5% assignment, each team will prepare a brief team charter, project plan and form for evaluating team members and providing them with feedback regarding their contribution. This will help you to manage the project in an effective (do the right stuff) and efficient (with the least pain) manner and should help to balance team member's contributions. Welcome to management!

### Report Content

The project will focus on specific topics from this management course. The textbook provides some good frameworks for your project, and you will need to do additional research on the companies and industry you choose. The results of your research will be presented in written form. The document will include a description of each company (within the framework of concepts from the lectures and text) and the industry, and a comparison of the two companies according to the specific topics. Throughout the report you are expected to utilize appropriate course concepts and terminology.

### Deliverables

You will be delivering a written report for this project, and not making a presentation. Each member of the team will receive the same grade unless the team has unanimously agreed to differential grading at the beginning of the project and documented that for the instructor. The process for differential grading will require evaluations of member contribution at 2 stages and has clearly defined parameters.

The following are the key deadlines for the management project:

- **Jan. 23<sup>rd</sup>, 14:30** - teams submit a written project plan with major milestones itemized (GANTT chart), team charter and form for evaluation and providing feedback to team members. Please note this deliverable is worth 5% of the project grade
- **In lab, Feb 16-20<sup>th</sup>** - peer evaluations due
- **Mar 6<sup>th</sup>, 14:30** - teams submit a final version of their written report.

## Management Project Report Format

Your project will be a maximum of 8 pages (excluding appendices, title page and table of contents). The format is 12-point font, single line spacing with a space between paragraphs, 1 inch margins. There is a lot of information to cover in a short space – you will need to be very concise in your writing and make every word count. You may NOT exceed this page limit, but you may put additional relevant information in appendices. Focus your writing on the application of concepts, rather than explaining them.

Your project report will include the following:

- Title page
- Table of contents
- Introduction and Background (for each company and briefly compare/contrast) (1 page)
- Environmental Analysis (for the industry as a whole) (1 page)
- Organizational Culture (for each company and briefly compare/contrast) (1 page)
- Corporate Social Responsibility and Ethics (for each company and briefly compare/contrast) (1 page)
- Strategic Management (for each company and briefly compare/contrast) (1 page)
- Organizational Structure and Design (for each company and briefly compare/contrast) (1 page)
- Organizational Alignment (for each company and briefly compare/contrast) (2 pages)
- Appendices

Your report should be properly referenced with endnotes and a bibliography. Follow the APA format described on the BCIT Library website. Be sure to properly footnote websites and interviews.

## Section details

### Introduction and Background

What is the nature of the business or service of the organization; what industry are they in? How big are they (numbers of employees, number of locations, sales, market share)? How long have they been in business: is this a “traditional” or “new” organization? Are they publicly traded or privately owned? Who owns them? Is the founder still active in the organization? What are their roles? Is there an executive committee? Describe the vision and mission statements, and organizational goals. Do these define the business? Are they appropriate, inappropriate? What will customers want in the future? What are the expectations of the stakeholders? In the appendix, include information like recent financial results, ownership structures, board of directors’ names and backgrounds, market share information, etc.

### Environmental Analysis

Describe the most important components in the specific and general environment - be specific in your description of how these factors will impact the. Use appendices for specific data. Name and explain the degree of environmental uncertainty that the organization experiences? Identify the most important stakeholders or stakeholder groups and their interests. What are the issues that might have a significant impact on the organization in 3 or 5 years?

### Organizational Culture

Describe the organization’s culture using the seven dimensions of organizational culture - put the chart in an appendix and discuss highlights in the report. Is the culture strong or weak? Is there a story that helps explain how the culture was established? How do employees learn the culture? Go beyond the general descriptions and “values statements” on their websites and try to uncover the “real” culture.

### Corporate Social Responsibility and Ethics

Discuss any crucial issues related to ethics and/or social responsibility specific to your firms or to their industry. How did the organization respond to these issues? What is the organization’s reputation when it comes to issues of corporate social responsibility and ethics? Have they made any decisions with questionable ethics? What stage do you think this organization is in terms of the progression of CSR? Do you think their CSR policies are helping or hurting their financial performance? Be sure to think critically about this topic – the organization’s website will likely claim they are very strong – are they?



### Strategic Management

How would you describe the organization's current strategy? Do they have a unique business model? Include information on mission, goals and strategies in appendices. What are the significant issues that have shaped this strategy? A SWOT can be included in the appendix. What is the organization's corporate strategy? Do they have a portfolio of businesses or products that could be described using the BCG Matrix? What is their business strategy/source of competitive advantage? How do the five forces come together to determine industry attractiveness and profitability? Have they chosen a cost leadership, differentiation or focus strategy?

### Organizational Structure and Design

How is the company structured? At a senior level, how are they departmentalized? At the operating level, what does the chain of command and span of control look like? Are they centralized or decentralized? What is the organizational structure at a single retail store or restaurant location? Are there elements of mechanistic and/or organic organizational design? Which of the three organizational designs have they used? Do they apply any of the other concepts in the chapter?

### Organizational Alignment

For each of the companies, discuss the degree of alignment among the external environment, the organization's culture, strategy and structure. Given the environment that the company is in, do you think they have made good choices about culture, strategy and structure? How are their choices about culture, strategy and structure consistent or inconsistent? Is one company more aligned than the other?

### Appendices

Include charts, data, resources, annotated bibliography, team charter, project plan, team evaluation and feedback forms, and any other material that is appropriate. Only include information that supports the content and key points of your project. Every appendix should be numbered and referred to in the body of the report.

## Suggested Resources for the Management Project

- Employees, leaders and customers of your chosen firm
- Textbooks, lectures and labs (You may of course draw on concepts studied in other courses like Marketing, Economics, Organizational Behaviour or Operations Management if appropriate)
- Your Instructors
- The Business Press (The Globe and Mail, National Post, Wall Street Journal, BC Business, Canadian Business, Business Week, The Economist, etc.)
- Home Pages/Annual Reports of your chosen company
- Interviews with company representatives, past grads, recruiters from the company, etc.
- Site visits/tours

Some other business press websites listed below:

<http://www.fastcompany.com/welcome.html>

<http://www.progresscorp.com/>

[http://hiring.monster.com/resourcecenter/resource\\_center.aspx](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>