



A POLYTECHNIC INSTITUTION
 School of Business
 Program: Business Administration
 Option: MKTG

BUSA2100
 Principles of Management

| | |
|--|---|
| Start Date: 2 January 08 | End Date: 8 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 | |
| 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 final exam. | | |
| Final Exam | 35 | Individual component |
| Management Project | 40 | Group work |
| Midterm Quiz | 15 | Individual component |
| Lab Participation | 10 | 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 the 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.

David Meers

Authoring Instructor



December 2007

Date

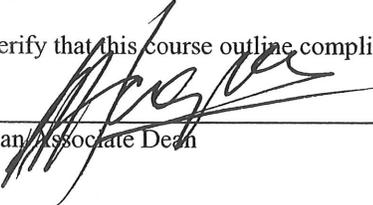
I verify that this course outline has been reviewed.

Program Head/Chief Instructor

Date

I verify that this course outline complies with BCIT policy.

Dean/Associate Dean



Jan 04/08

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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■ Learning Resources

Required: Onsman, Harry, *Management Powertools*, Professional Edition, McGraw-Hill ISBN 00-747-1345-0

■ 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 – (35%)

The final exam will consist of 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.

QUIZ – (15%)

One midterm quiz will be given. This quiz will consist of essay questions.

MANAGEMENT PROJECT-- (40%)

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

This is a team project (3 teams per set). The teams will select two organizations they will study during the term. The organizations must be recognized as one of Canada's well managed companies. 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. Each team will prepare a written report that describes and analyzes the organization based on key topics from the course. There are two due dates for the major sections of the report.

PARTICIPATION – (10%)

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 discuss 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 (8-10%) 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 (6-7%) 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 (0-5%) 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

| Wk # | Week of | Lecture Topic | Reading/Text & Chapter | Deliverables Due |
|------|---------------|--|---------------------------|---|
| 1 | Jan. 2-4 | Course Introduction | | |
| 2 | Jan. 7-11 | Corporate Environment: Stakeholders/Strategic Intent | Lecture Notes & resources | |
| 3 | Jan. 14-18 | Organizational Environment/ Strategic Planning | | Management Projects – Part 1 Due Friday January 18 th 4:30PM |
| 4 | Jan. 21-25 | Organizational Culture: Ethics, CSR, corporate stakeholders | | |
| 5 | Jan. 28-Feb.1 | Midterm Quiz | | Discussion of Management Projects |
| 6 | Feb. 4-8 | Strategy | | |
| 7 | Feb. 11-15 | Organizational Structure & Design/Key Performance Indicators | | |
| 8 | Feb. 18-22 | Foundations of Control/Process Mapping | | |
| 9 | Feb. 25-29 | Human Resource Management | | Management Projects – Due Friday Febuary 29 th 4:30PM |
| 10 | Mar. 3-7 | Final Exam | | |

*This schedule is subject to change at the discretion of the instructor.

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 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.

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. Your research will cover concepts such as the external environment, social responsibility and strategic management. 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 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

Each member of the team will receive the same grade unless the team has unanimously agreed to differential grading. The process for differential grading will require evaluations of member contribution at 2 stages and has clearly defined parameters.

Jan. 18th, 16:30; teams will 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 a separate 5% assignment.

Feb. 29th, 16:30 all teams will submit a final version of their 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. Your project report will contain the following:

Title page

Table of contents

- Introduction and Background (1 page)
- Organizations' Vision, Mission and Goals (1 page)
- Organizational culture; (1 page)
- The Environment; (2 pages)
- Social Responsibility and ethics; (1 page)
- Strategic Planning; (1 page)
- Organizational Structure and Design; (1 page)
- Appendices

Section details

Introduction and Background

What is the nature of the business or service of the organization; what industry are they in? Size (numbers of employees, number of locations (offices or plants). How long have they been in business: is this a young or mature organization? Include the key executives and/or owners. Is the founder still active in the organization? What are their roles? Is there an executive committee? Provide a one paragraph description of their role or position in the appendix. Recent financial information; previous year's sales, revenue, profit numbers should also be included in the appendix. Corporate structure and ownership – are the shares publicly traded, on what exchange, is ownership highly concentrated, is there a board of directors, etc.

Organizations' Vision, Mission and Goals

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? Etc.

Organizational Culture

Describe the organization's culture according to its characteristics. Is there a founding story? Is the culture strong or weak? Is there a story that helps explain how the culture was established? Give examples of artefacts. Complete a CVF (details in an Appendix) for the two firms.

Environmental Analysis

Task/General Environment: Describe the most important "components in the organization's task and general environment - be specific in your description of how these factors will impact the firms. Identify the most important stakeholders or stakeholder groups. What is the nature of competition they face? What are some of the changes they have to address? Is the environment stable? Is it dynamic? Is it relatively simple or is it complex? What are the issues that might have a significant impact on the organization in 3 or 5 years?

Social Responsibility and ethics

Discuss any crucial issues related to ethics and/or social responsibility specific to your firms or to their industry. What is the organization's reputation when it comes to issues of corporate social responsibility and ethics?

Strategic planning

How would you describe the organization's current business strategy? Identify the organization's distinct competitive advantage? What are the significant issues that have shaped this strategy? A SWOT can be included in the appendix. Include the organization's mission and vision statement in the appendix. What is done to translate the mission statement into strategy? Who does what type of planning? What time horizon do plans cover?

Organizational Structure and Design

Describe the current organizational structure. Assess the strengths of this structure, given the information you know about the organization. How does this structure reflect the environment of the industry?

Appendix

Include charts, data, resources, annotated bibliography, team charter, project plan, team evaluation and feedback forms, and any other material that is appropriate.

Suggested Resources for the Management Project

- Leaders in 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
- 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://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>