

I. COURSE DESCRIPTION:

This course provides the students with an in depth study of the role of managers in the contemporary business environment. We will study a wide spectrum of management principles that best prepare graduates to function in any size and type of organization.

II. LEARNING OUTCOMES AND ELEMENTS OF THE PERFORMANCE:

Upon successful completion of this course, the student will demonstrate the ability to:

1. Define management and describe what managers do, as well as explain the new challenges for managers today.

Potential Elements of the Performance:

- Define management
- Describe the functions of management
- Identify the skill sets and complexity of managerial positions at different organizational levels.
- Discuss the special challenges of managing a diverse workforce.
- Explain how technology affects managers.
- Evaluate the impact of globalization on managers.
- Outline the importance of ethical decision making and socially responsible behaviour.

This learning outcome will constitute 20% of the course's grade.

2. Explain the foundations of planning, the planning tools and techniques, as well as the foundations for decision-making.

Potential Elements of the Performance

- Define planning and explain its purpose.
- Identify and describe different types of plans.
- Explain how the degree of uncertainty affects planning.
- Define "management by objectives."
- Discuss the primary steps in the strategic management process.
- Describe the concept of environmental scanning.
- Discuss in detail the various planning tools.
- Explain the decision-making process including types of decisions

and advantages/disadvantages of group decision-making.

- Differentiate between good decisions versus bad decisions.
- Identify individual and organizational barriers to effective decision-making.

This learning outcome will constitute 20% of the course's grade.

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3. Describe the foundations of organizing effective organizations.

Potential Elements of the Performance:

- Discuss the concepts of division of labour, unity of command, authority and responsibility with respect to organizational structure.
- Describe contingency variables that affect organization design options.
- Distinguish between various different types of structures.
- Explain what an organizational culture is and how it might influence structure.
- Discuss important environmental factors affecting human resource management.
- Describe how an organization conducts employee assessment.
- Explain how a manager can serve as a change agent.
- Identify some techniques for reducing resistance to organizational change.

This learning outcome will constitute 20% of the course's grade.

4. Summarize and highlight the dynamics of leading, motivating and supervising employees.

Potential Elements of the Performance:

- Summarize key individual differences as they relate to predicting behaviour.
- Discuss the basic concepts for understanding group behaviours.
- Describe the common characteristics that exist in effective teams.
- Summarize contemporary theories of motivation.
- Discuss barriers to effective communication.
- Summarize the leadership abilities of today's award winning CEO's
- Discuss human resources management issues in small business

- Explain the impact of business growth as it relates to human resource management concerns, as well as leadership.

This learning outcome will constitute 20% of the course's grade.

5. Explain in detail the tools and techniques of monitoring, measuring and evaluating the organization.

Potential Elements of the Performance

- Explain how managers determine variations between actual performance and planned goals.
- Discuss types of control.
- Describe the qualities of an effective control system.
- Define a management information system (MIS)
- Explain the effect that MIS has on decision-making and how it affects an organizational structure.
- Provide examples of 1) Operations Control, 2) Financial Controls, and 3) Behavioural Controls.

This learning outcome will constitute 20% of the course's grade.

III. TOPICS:

1. Contemporary Management
2. The Planning Process
3. Organizational Structures & Effectiveness
4. The Dynamics of People Management
5. The Function of Control

IV. REQUIRED RESOURCES/TEXTS/MATERIALS:

“Fundamentals of Management” by Stephen P. Robbins, David A. De Cenzo & Robin Stuart-Kotze, Prentice Hall

V. EVALUATION PROCESS/GRADING SYSTEM:

Test # 1	= 30% (chapters 1-9)
Test #2	= 30% (chapters 10 –16)
Cases & Assignments	= 40%

Note: There will be no re-writes of individual tests. A supplemental test will be made available to those students who have missed or failed a test. The supplemental test will be based on the entire semester work and its value will be the same as that of the missed/failed test. The supplemental test will be scheduled in the last week of the semester.

The following semester grades will be assigned to students in postsecondary courses:

<u>Grade</u>	<u>Definition</u>	<u>Grade Point Equivalent</u>
A+	90 - 100%	4.00
A	80 - 89%	3.75
B	70 - 79%	3.00
C	60 - 69%	2.00
R (Repeat)	59% or below	0.00
CR (Credit)	Credit for diploma requirements has been awarded.	
S	Satisfactory achievement in field placement or non-graded subject areas.	
U	Unsatisfactory achievement in field placement or non-graded subject areas.	
X	A temporary grade. This is used in limited situations with extenuating circumstances giving a student additional time to complete the requirements for a course (see <i>Policies & Procedures Manual – Deferred Grades and Make-up</i>).	
NR	Grade not reported to Registrar's office. This is used to facilitate transcript preparation when, for extenuating circumstances, it has been impossible for the faculty member to report grades.	

VI. SPECIAL NOTES:Special Needs:

If you are a student with special needs (e.g. physical limitations, visual impairments, hearing impairments, or learning disabilities), you are encouraged to discuss required accommodations with your instructor and/or the Special Needs office. Visit Room E1204 or call Extension 493, 717, or 491 so that support services can be arranged for you.

Retention of course outlines:

It is the responsibility of the student to retain all course outlines for possible future use in acquiring advanced standing at other postsecondary institutions.

Plagiarism

Students should refer to the definition of “academic dishonesty” in *Student Rights and Responsibilities*. Students who engage in “academic dishonesty” will receive an automatic failure for that submission and/or such other penalty, up to and including expulsion from the course, as may be decided by the professor. In order to protect students from inadvertent plagiarism, to protect the copyright of the material referenced, and to credit the author of the material, it is the policy of the department to employ a documentation format for referencing source material.

The Professor reserves the right to change the information contained in this course outline depending on the needs of the learner and the availability of resources.

Substitute course information is available in the Registrar's office.

VII. PRIOR LEARNING ASSESSMENT:

Students who wish to apply for advanced credit in the course should consult the instructor. Credit for prior learning will be given upon successful completion of the following:

VIII. DIRECT CREDIT TRANSFERS:

Students who wish to apply for direct credit transfer (advanced standing) should obtain a direct credit transfer form from the Dean's secretary. Students will be required to provide a transcript and course outline related to the course in question.