

I. COURSE DESCRIPTION:

This course provides the students with in depth knowledge of the role of managers in the contemporary business environment. The Fundamentals of Management that best prepare graduates to manage a Small to Medium-sized Enterprise will be emphasized in this course.

II. LEARNING OUTCOMES AND ELEMENTS OF THE PERFORMANCE:

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

1. Describe management, its functions, and the types of managers and their major roles.

Potential Elements of Performance:

- Define management and describe its functions.
- Describe the different kinds of managers.
- Explain the major sub roles that managers perform.
- Explain what companies look for in a manager.
- Discuss the 10 top mistakes managers make.
- Describe the transition that employees go through when they are promoted to management.
- Explain how and why companies can create competitive advantage through people.
- Provide complete explanations for the major terms of the section.

2. Discuss organizational environments and cultures, the impact they have on organizations and the effects of changing environments and cultures.

Potential Elements of Performance

- Discuss how much control managers have.
- Describe the effect culture has on managerial actions.
- Explain what kinds of culture managers create.
- Describe the influences the environment has on managers.

3. Explain social responsibility and what it takes to be an ethical and socially responsible manager.

Potential Elements of Performance:

- Describe social responsibility.

- Identify performance related outcomes that derive from socially responsible management.
- Explain the steps managers may take to improve ethical decision-making.
- Explain how values influence management.
- Describe ethics and how ethical behavior can be encouraged.

4. Explain the foundations of Planning.

Potential Elements of Performance:

- Discuss the costs and benefits of planning.
- Define planning.
- Describe how managers set goals and develop plans.
- Identify the challenges in planning.

5. Discuss the different structures of Organizational Design.

Potential Elements of Performance

- Identify the major elements of organizational structure.
- Describe the factors that affect organizational structure.
- Identify how organizations can be structured beyond the traditional designs.

6. Explain communications, its process, problems, and kinds, improving it, and managing the communication function.

Potential Elements of Performance:

- Explain the role that perception plays in communication and communication problems.
- Describe the communication process and the various kinds of communication in organizations.
- Explain how managers may manage effective, one-on-one communication.
- Describe how managers can manage effective organization wide communications.

7. Discuss the key concepts of Leadership.

Potential Elements of Performance:

- Describe how leaders and managers differ.
- Discuss the theories of trait and behavioral theories as they relate to leadership.
- Explain how contingency theories of leadership improve our understanding of leadership.
- Describe the cutting-edge approaches to leadership.
- Identify the major leadership issues today.

8. Explain the foundations of Control.

Potential Elements of Performance:

- Describe control.
- Explain how managers engage in control.
- Describe how managers measure organizational performance.
- Identify the tools used for measuring and monitoring performance.

9. Discuss the significance of managing innovation and change in an organization.

Potential Element of Performance:

- Explain why innovation matters to companies.
- Discuss the different methods that managers may use to effectively manage innovation and change.
- Discuss why change occurs and why it matters.
- Discuss the different methods that managers may use to better manage change as it occurs.

Each of the learning outcomes will be weighted approximately equally.

III. TOPICS:

1. Introduction to Management and Organizations; Chapter 1
2. Organizational Environment and Culture: Chapter 2
3. Managerial Ethics and Social Responsibility: Chapter 4
4. Planning: Chapter 6
5. Organizational Structure and Design Chapter 9

7. Communication and Information Technology Chapter 10
8. Leadership: Chapter 12
9. Foundations of Control: Chapter 15
10. Managing Change and Innovation: Chapter 16

IV. REQUIRED RESOURCES/TEXTS/MATERIALS:

Robbins, Coulter, Langton
Management, 8th Canadian Edition, Pearson Prentice - Hall

EVALUATION PROCESS/GRADING SYSTEM:

Students will be evaluated on the following basis:

- Three Tests each worth 25% for a total of 75% of the Final Grade.
- One case study worth 25%

TESTS:

All tests will consist primarily of essay questions and will be rounded out with multiple choice questions (or other objective type questions) to complement and extend the test areas. Dates of tests will be announced approximately one week in advance. **Students are required to write all tests and quizzes as scheduled!!**

THERE ARE NO RE-WRITES OF INDIVIDUAL TESTS OR QUIZZES!!

Each student must meet the following requirements in order to complete this course successfully:

1. Must complete, in a fashion acceptable to the professor, all projects and assignments.
2. Must write the two tests and the final exam.
3. Must have an overall mark of 50%. This mark includes all work in the semester.

Students who are not successful in achieving the minimum mark of 50% and/or do not complete the required assignments in an acceptable fashion, as they are due, will repeat the course.

FINAL GRADES WILL BE ISSUED BY THE REGISTRAR'S OFFICE

<u>Grade</u>	<u>Definition</u>	<u>Grade Point Equivalent</u>
A+	90 - 100%	4.00
A	80 - 89%	4.00
B	70 - 79%	3.00
C	60 - 69%	2.00
D	50% - 59%	1.00
F	49% 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 limited to situations with extenuating circumstances giving a student additional time to complete the course without academic penalty	
NR	Grade not reported to Registrar's office.	
W	Student has withdrawn from the course without academic penalty	

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 the Special Needs office.

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 are directed 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/program, as may be decided by the professor/dean. 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.

Course outline amendments:

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.

THERE WILL BE NO SUPPLEMENTARY TESTS!!

Attendance:

Students are expected to attend all scheduled classes. Attendance will be taken for each class on a sign in basis starting shortly after the semester begins. Students will be advised when the process is to begin.

In all cases, attendance of less than 80% of the scheduled classes is not acceptable.

Submitting Assigned Work:

All assignments, projects, questions, etc. must be submitted to the professor at the beginning of class on the due date. Once the class starts, any assignment, etc. which has not been submitted will be considered late. If no class is scheduled on the due date, students are required to deliver the assignments, etc. to the professor's office, by the deadline time. Assignments, etc. may be submitted in advance; normally assignments, etc. will not be accepted after the stated deadline. If a student wishes consideration for a late submission, he/she must make this request in a formal typed letter (hard copy) providing an explanation. If the assignment is accepted late, a penalty will be assessed. Assignments, etc. will not be accepted late once those which were submitted on time have been graded and returned to students..

It is the student's responsibility to ensure that the professor gets his/her completed assignment, etc. Do not place the assignment, etc. in the professor's mailbox and do not deliver it to his/her office during class.

Return of Students' Work:

Tests, quizzes, assignments, etc. will be returned to students during one of the normal class times. Any student not present at that time must pick up his/her test, etc. at the professor's office within three weeks of that class. Tests, etc. not picked up within the three weeks will be discarded. End of semester tests, etc. will be held for three weeks following the end of the semester. If they have not been picked up within that three-week period, they will be discarded.

Students are required to retain their tests, quizzes, assignments, etc. in the event that there is a disagreement with the mark received and the mark recorded by the professor. If the student is not able to present the instrument in question, the professor's recorded mark will stand.

Classroom Decorum:

Students will respect the diversity and the dignity of those in the classroom. Student will respect the professor's right and duty to teach and students' right to learn without interference. Students who cause any interference with the objectives of the class will be asked to leave the classroom and will not be permitted to return until he/she commits in writing, typed, (a formal letter) that he/she will conduct themselves appropriately in the classroom. This letter will be addressed to the professor.

If a student is asked to leave the classroom a second time, he/she must make an appointment with the Dean who will decide if the student will be permitted to return to class. The Dean will be given a copy of the above letter.

In the event that a student is asked to leave the classroom a third time, he/she will not be permitted back to the classroom for the rest of the semester. The Dean will also decide if any other action needs to be taken.

Students attending this class do so to study Small Business Management. Therefore, no other activity will be permitted. Student's who wish to engage in other activities will be asked to leave the classroom, as described above.

Other inappropriate behaviour includes, but not limited to, sleeping in class, or appearing to be sleeping in class, putting feet (foot) on the furniture, writing on the furniture, talking or otherwise communicating privately with other students, have a cell phone on during class, etc.

It is the professor's intention to maintain proper classroom decorum at all times in order to provide the best possible learning and teaching environment.

Only those who are properly registered in this course or those invited by the professor are permitted in the classroom.

VII. PRIOR LEARNING ASSESSMENT:

Students who wish to apply for advanced credit in the course should consult the professor. Credit for prior learning will be given upon successful completion of a challenge exam or portfolio, if such are available and can be evaluated.

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.