

**\*Disclaimer:** This is a sample course outline and is subject to change. Official course outlines will vary depending on delivery format and instructor\*

## Territory Acknowledgement

We acknowledge and respect the lək'wəqən peoples on whose traditional territory the university stands and the Songhees, Esquimalt and W SÁNEĆ peoples whose historical relationships with the land continue to this day.

# BMBA 250: Management Practices

## Course Description

This course provides managers and students who aspire to management positions with an opportunity to assess and enhance their own use of contemporary management techniques and practices.

Based on the extensive use of simulations, the course focuses on leadership and supervision, strategic management, decision-making, group process, conflict resolution, employee development, and performance planning and review.

## Learning Outcomes

Upon completion of this course, you should be able to:

- Examine and enhance your own ideas and approaches to leadership and supervision
- Develop your ability to use strategic management concepts and techniques in a leadership role
- Enhance your capacity and ability to make decisions and manage group processes and conflict
- Develop your ability to enhance organizational and individual performance.

## Prerequisites

[BMBA100 Business Administration](#) and/or a minimum of three years' supervisory experience.

## Resources

The textbook used in this course is:

Daft/Marcic's **Understanding Management**, 12th Ed. - e-text only with MindTap (required)

## Weekly Schedule

Week	Topics	Readings and Activities
Week 1	Leadership and the World of Innovative Management	<ul style="list-style-type: none"> <li>• Read Chapters 1 and 11</li> <li>• Post LA 1.1 and LA 1.2 to Discussion Forum</li> </ul>
Week 2	Journal Assignment Practice Session	<ul style="list-style-type: none"> <li>• Review Chapters 1 and 11</li> <li>• Post LA 2.1 and 2.2 to Discussion Forum</li> </ul>
Week 3	The Evolution of Management Thinking, and the Environment and Corporate Culture	<ul style="list-style-type: none"> <li>• Review Chapter 1</li> <li>• Read Chapter 2</li> <li>• Post LA 3.1 and 3.2 to Discussion Forum</li> </ul>
Week 4	Globalization, Ethics, and Social Responsibility	<ul style="list-style-type: none"> <li>• Read Chapters 3 and 4</li> <li>• Post LA 4.1 and 4.2 to Discussion Forum</li> </ul>
Week 5	Planning and Goal Setting	<ul style="list-style-type: none"> <li>• Read Chapter 5</li> <li>• Post LA 5.1 and 5.2 to Discussion Forum</li> </ul>
Week 6	Strategy Formulation and Managerial Decision Making	<ul style="list-style-type: none"> <li>• Review Chapters 1 to 5, and 11</li> <li>• Read Chapter 6</li> <li>• Post LA 6.1 and 6.2 to Discussion Forum</li> </ul>
Week 7	Organizational Design and Change	<ul style="list-style-type: none"> <li>• Review Chapters 1 to 6, and 11</li> <li>• Read Chapters 7 and 8</li> <li>• <b>Complete Case Study assignment</b> and post to 'Assignments' section of the course website</li> </ul>
Week 8	Managing Human Resources and Diversity	<ul style="list-style-type: none"> <li>• Read Chapter 9</li> <li>• Post LA 8.1 and 8.2 to Discussion Forum</li> </ul>
Week 9	Understanding Individual Behavior and Motivating Employees	<ul style="list-style-type: none"> <li>• Read Chapters 10 and 12</li> <li>• Post LA 9.1 and 9.2 to Discussion Forum</li> </ul>
Week 10	Managing Communications	<ul style="list-style-type: none"> <li>• Read Chapter 13</li> <li>• Post LA 10.1 and 10.2 to Discussion Forum</li> </ul>
Week 11	Leading Teams	<ul style="list-style-type: none"> <li>• Read Chapter 14</li> <li>• Post LA 11.1 and 11.2 to Discussion Forum</li> </ul>
Week 12	Managing Quality and Performance	<ul style="list-style-type: none"> <li>• Read Chapter 15</li> <li>• Post LA 12.1 and 12.2 to Discussion Forum</li> </ul>
Week 13	Journal Editing and Submission	<ul style="list-style-type: none"> <li>• <b>Assignment 3: Learning Activity Participation</b></li> <li>• Post to LA 13.1</li> <li>• Complete UVic course evaluation</li> <li>• <b>Assignment 1: Journal due</b></li> </ul>

*\*Submissions are due on the day of the week that corresponds to the day of your class.*

## Evaluation

Assignment	Due Date	Mark
Assignment 1: Individual Management Journal	Sunday, Week 13	40%
Assignment 2: Case Study	Sunday, Week 7	20%
Assignment 3: Learning Activity Participation	Friday, Week 13	40%
<b>Total</b>		<b>100%</b>

## Assignments

### Assignment 1 | Individual Management Journal (*Individual assignment*)

**Grade:** 40% of final grade

**Suggested start date:** Monday of Week 1

**Due date:** 11:55 p.m., Sunday of Week 13

**Length:** as required

**Objective:** The Individual Management Journal Assignment requires you to keep a weekly journal that records your reflections about what you are learning from each of the topics covered in this course. Your journal entries are to be based on your responses to the questions that will be posed in the text in relation to the ethical dilemma assigned for discussion as the first Learning Activity for each week. Each journal entry should be a minimum of 1 page double-spaced. You will be required to submit your completed journal at the end of the course for evaluation.

### Assignment 2 | Case Study (*Individual assignment*)

**Grade:** 20% of final grade

**Suggested start date:** Monday of Week 6

**Due date:** 11:55 p.m., Sunday of Week 7

**Length:** 4 double-spaced pages

**Objective:** Select **one** of the four cases listed in the Unit 7 Readings. Read the case and then, in no more than 4 pages, answer the questions posed at the end of the case that you have selected. However, please make sure that you use concepts drawn from your readings to frame and support your recommendations. As a hint, you will find that each case has issues that you can explain and analyze using concepts and tools associated with leadership, culture, the environment, ethics, strategy, decision making, and structure.

### Assignment 3 | Learning Activity Participation (*Individual assignment*)

**Grade:** 40% of final grade

**Suggested start date:** Monday of Week 1

**Due date:** 11:55 p.m., Friday of Week 13

**Objective:** A total of 40% of your final grade will be determined by the instructor's assessment of your participation in online class discussions as per Assignment #3. The forum's time-stamped text trail affords the instructor an official record of all interactions. The evaluation is based upon the quality, not the quantity, of your input. The main consideration will be whether you have made sufficient, high-quality contributions that have helped to further the learning objectives for the course.

## Online Discussion: Evaluation Criteria Grid

Criteria	Met	Not Yet
Listens to Others (self-evaluation only)	Reads the posts of other students with an ear for the point-of-view of the speaker.	Does not always read the posts of other students or considers them only in relation to his or her own argument.
Demonstrates preparation for discussion	Posts demonstrate completion of assigned readings and other required prerequisites.	Posts are not informed by readings and other discussion prerequisites.
Contributes to the Discussion	Provides thorough commentary, based in an appropriate command of course material, that is either original or builds upon the commentary of others.	Posts agree with other students or repeat information already posted.
Communicates Respectfully	Posts using an appropriate tone and language, within the assigned topic and time-frame, and in a way that does not preempt or intimidate others.	Uses language and tone that could be interpreted as aggressive or otherwise inappropriate and/or implicitly or tacitly discourages others from contributing.

### Learning Activities

**Grade:** Ungraded (-2% if not submitted)

**Due date:** 11:55 p.m., Sunday of each week (except week 7 and 13)

**Length:** 150 words maximum

**The first learning activity starts on Monday and ends at 11.55 pm on Wednesday evening.** This first learning activity introduces to new reading material from the e-text and a new case/discussion topic. You should read the case and the assigned chapters before going on to post to your assigned group discussion area. I will also usually post additional resources in the Instructor's Discussion forum that you should follow up on before posting to the first learning activity.

**The second learning activity starts on Thursday and ends at 11.55 pm on the Sunday evening.** This is the reflection learning activity where you are asked to read the posts made by your group members and then develop your own reflections on what you have learned from your readings, your own post, and the posts of your fellow group members. Post a summary of your learning for the week to the second learning activity forum. Make sure that you incorporate concepts and models from the assigned chapters into your reflection post. Don't attempt to fake this as I will be looking for evidence that you have actually done the readings assigned for the week.

Week	Topics	
Week 1	LA 1.1 – Introductions	LA 1.2 – “Tell Me a Story”
Week 2	LA 2.1 – A Local Market in a Box	LA 2.2 – Sample Journal Entry
Week 3	LA 3.1 – Sunny Side Up – Facebook	LA 3.2 – Reflections on LA 3.1 posts
Week 4	LA 4.1 – Two Ethical Dilemmas	LA 4.2 – Reflections on LA 4.1 posts
Week 5	LA 5.1 – Central City Museum	LA 5.2 – Reflections on LA 5.1 posts
Week 6	LA 6.1 – A New Approach to Making Decision	LA 6.2 – Reflections on LA 6.1 posts
Week 7	n/a	n/a
Week 8	LA 8.1 – Sunset Prayers	LA 8.2 – Reflections on LA 8.1 posts
Week 9	LA 9.1 – Lauren’s Balancing Act	LA 9.2 – Reflections on LA 9.1 posts
Week 10	LA 10.1 – On Trial and E-mail Adventure	LA 10.2 – Reflections on LA 10.1 posts
Week 11	LA 11.1 – One for All, All for One and Are We a Team?	LA 11.2 – Reflections on LA 11.1 posts
Week 12	LA 12.1 – Five Stars	LA 12.2 – Reflections on LA 12.1 posts
Week 13	n/a	n/a

### Usage of GenAI

**Instructor does not allow the use of GenAI in any stage of the course completion.**

Please be advised that in this course you are **not authorized** to use any form of generative AI. In order to successfully complete course activities, generative AI is not required nor welcomed. Students should not make any use of generative AI tools such as ChatGPT, Grammarly, among others that use AI for content generation and editing. As the University of Victoria states in its Academic Integrity Policy “Academic integrity requires commitment to the values of honesty, trust, fairness, respect, and responsibility.”. Therefore, I expect you to comply with the course syllabus and I encourage you to enhance your academic experience in this course by refraining from using generative AI.

- Generative AI may provide bias and inaccurate answers
- Generative AI hallucinates and may provide false or/and made-up information
- Generative AI does not cite the sources of information
- Generative AI does not critically analyzed content

### Attendance Requirements

The course emphasizes **active engagement, collaborative teamwork, and hands-on learning**. Attendance is crucial and considered mandatory for all participants for all sessions (full 3 hours) of the course. Please inform your instructor in advance if you’re unable to attend any class sessions. Please note that missing more than one session (3 hours) requires a valid and sufficient reason for absence with verifiable circumstances that substantially prevent your attendance. Your commitment to active participation significantly contributes to your learning experience in this course.

## Participation Expectations

- Instructors will track attendance and participation throughout the term. Students who do not attend class may be assigned an “N” grade for the course. Attendance will be taken within the first 15 minutes of class and may be taken later as a second check.
- **If you arrive later than 15 minutes, the door will be closed. Please wait until breaktime to enter the class.**
- Instructors can assign a **final grade of N or refuse** a student to **write a final exam, final assignment, or any assignment that follows multiple absences** or misconduct **if a learner has failed to meet the course's minimum attendance requirements** as identified above. They may also refuse admission to a lecture, learning activity, assignment, or exam because of lateness, misconduct, inattention, or failure to meet the responsibilities of the course noted in this outline.
- The instructor reserves the right to not grade assignments submitted by students who have not maintained regular attendance and participation, and a zero grade being assessed for non-submission.
- Missing **more than one session (3 hours)** requires a valid and sufficient reason for absence.
- Arrive on time and remain for the full session; leaving without permission will be marked **absent**. Please note that work schedule conflicts as well as car, bus, carpooling, or ferry delays are generally not accepted as sufficient reasons for absence beyond the one-session limit.
- Students are expected to actively interact with **course materials, peers, and instructors**, including contributing to discussions and teamwork.
- Students are expected to complete assignments and assessments on time and submit work by the due date.
- **Technology use** (cell phones, tablets, laptops, smart glasses/ watches) must be limited to course-related activities only.
- Participation includes respectful active listening, not just talking.
- This course is delivered in a collaborative, discussion-based learning environment. Students are expected to demonstrate respectful and attentive behaviour at all times.
- University policy allows an instructor to refuse a student admission to class because of lateness, misconduct, disruptive behaviour, inattention, or failure to meet the responsibilities of the course.
- It is students’ responsibility to be familiar with the criteria in which they are being assessed for this course. Please refer to the specific information under each assessment.

## Group Participation Expectations

- Active participation in group work and meetings is required. Students who fail to attend or contribute to group work may be removed from their group, at the instructor’s discretion, and deemed ineligible to participate in or receive marks for the group project, including the group presentation.