

**BUS 191A – Fundamentals of Management***Credits 3.00, 3 hours per week*

To manage organizations successfully, front line supervisors must follow concepts and practices of effective supervision and human relations. This course deals with basic managerial functions of supervisors and the strategies they need to become "well rounded total persons". Major topics include decision-making, planning, organizing, directing, controlling, communicating, motivating and strategies for improving the work environment.

*Prerequisites and/or co-requisites - None*

## Instructor

Instructor Name: Gregory Krabes  
Office location: S111F  
Email: [gregory.krabes@keyano.ca](mailto:gregory.krabes@keyano.ca)

## Office Hours

Monday – Friday      Virtual by appointment only

## Hours of Instruction

Tuesdays              10:30 – 11:50  
Thursdays            10:30 – 11:50

## Required Resources

**Textbook title**

Fundamentals of Management, Eighth Canadian Edition, 9/E  
Stephen P. Robbins, San Diego State University  
David A. DeCenzo, Coastal Carolina University  
Mary A. Coulter, Missouri State University  
Ian Anderson, Algonquin College

## Course Learning Objectives

*Upon completion of this course, the students shall be able to:*

1. Understand basic managerial theories, practices, activities and their application within the political, economic, social and technical environment
2. Demonstrate knowledge of the historical development and varying perspectives concerning management theories and their applications within organizations
3. Describe various management theories and provide examples of practical applications within a work setting
4. Identify internal and external stakeholders and influences within a management environment
5. Discuss various current management issues
6. Discuss best practices within the area of management

7. Critically analyze a case study within the area of management

### Evaluation

Examinations.....	75%
<i>Quiz I</i> .....	12.5%
<i>Quiz II</i> .....	12.5%
<i>Quiz III</i> .....	12.5%
<i>Quiz IV</i> .....	12.5%
<i>Quiz V</i> .....	12.5%
<i>Quiz VI</i> .....	12.5%
Presentations / Challenges / Research.....	25%
<i>Enterprises</i> .....	5%
<i>World Organizations</i> .....	5%
<i>Personal reflection</i> .....	15%
<b>Total</b>	<b>100%</b>

### In-Class Assignments

Students will work on appropriate assignments, involving cases or other current articles and items of interest that are relevant to front-line managers today. These assignments will allow you to apply your course work to Management issues from a managers’ perspective such as Decision-making, Planning, and Controlling. Students will be provided opportunities to practice communicating effectively, organizing employees and the work they do, and strategies for improving employee morale.

### Grading System

Descriptor	Alpha Grade	4.0 Scale	Percent
Excellent	A+	4.0	> 93.9
	A	4.0	87 – 93.9
	A-	3.7	80 – 86.9
Good	B+	3.3	77 – 79.9
	B	3.0	74 – 76.9
	B-	2.7	70 – 73.9
Satisfactory	C+	2.3	67 – 69.9
	C	2.0	64 – 66.9
	C-	1.7	60 – 63.9
Poor	D+	1.3	57 – 59.9
<b>Minimum Pass</b>	D	1.0	50 – 56.9
Failure	F	0.0	< 50

## Proposed Schedule of Topics

Week	Week of	Topic
1	07.01.2021	<b>Introduction to Management Course</b> Chapter 1: Introduction to Management and Organization
2	12.01.2021	Supplement 1A: A Brief History of Management Supplement 1B: Small and Medium-Sized Enterprises and Organizations
	14.01.2021	Supplement 1C: Entrepreneurship
3	19.01.2021	<b>Pre-Quiz #0 Chapter 1..... 0%</b>
	21.01.2021	<b>Enterprises Presentation..... 5%</b>
4	26.01.2021	Chapter 2: Environmental Constraints on Managers
	28.01.2021	<b>Quiz #1 Chapters 1 – 2 ..... 15%</b>
5	02.02.2021	Chapter 3: Decision Making
	04.02.2021	Chapter 4: Planning and Strategic Management
	09.02.2021	Chapter 5: Organizational Structure and Design
	11.02.2021	<b>World Organizations.....5%</b>
6	16.02.2021	<b>READING WEEK</b>
	18.02.2021	<b>READING WEEK</b>
7	23.02.2021	<b>Quiz #2 Chapters 3 – 5 ..... 12.5%</b>
	25.02.2021	Chapter 6: Human Resource Management
8	02.03.2021	Chapter 7: Managing Innovation and Change
	04.03.2021	<b>Quiz #3 Chapters 6 – 7 ..... 12.5%</b>
9	09.03.2021	Chapter 8: Understanding Groups and Teams
	11.03.2021	Chapter 9: Motivating and Rewarding Employees
10	16.03.2021	<b>Quiz #4 Chapters 8 – 9 ..... 12.5%</b>
	18.03.2021	Chapter 10: Leadership
11	23.03.2021	Chapter 11: Managing Communication and Information
	25.03.2021	<b>Quiz #5 Chapters 10 – 11 ..... 12.5%</b>
12	30.03.2021	Chapter 12: Foundations of Control
	01.04.2021	Chapter 13: Operations Management
13	06.04.2021	<b>Quiz #6 Chapters 12 – 13 ..... 12.5%</b>
	08.04.20 21	<b>Personal reflection ..... 15%</b>
14	13.04.2021	

**Please Note:**

Date and time allotted to each topic is subject to change.

## Performance Requirements

### **Personal Reflection Paper**

A reflection paper is your chance to add your thoughts and analysis to what you have read and experienced in this course. A reflection paper is meant to illustrate your understanding of the material and how it affects your ideas and possible practice in the future.

Pick a manager who you know and admire (school, work, home, etc), it can even be a movie character; using Management theory explain why in your opinion that person is successful or maybe even admired.

In 700 to 1000 words, please explain your position together with a short PPT presentation. A Word document formatted to business standards with APA references together with PPT presentation to be uploaded into Moodle.

### **Presentations**

#### **1. Enterprises**

Every participant will present to the class an Enterprise of their choice, PPT to be deposited into Moodle before the class. This presentation should be no longer than 6 minutes. The content of this presentation should be as follow:

- Name and origin
- Short history
- Current executives
- Products or services and markets present
- Two highlights about the enterprise or its products or services

This presentation will be conducted during our regularly scheduled classes.

#### **2. World Organizations**

Every participant will present to the class World Organization of their choice. The choice must be cleared with the instructor beforehand. A PPT presentation must be prepared to be deposited into Moodle before the class. This presentation should be no longer than 6 minutes. The content of this presentation should be as follow:

- Name and origin
- Short history
- Current members (must include geographical map)
- The role of the organization
- Two highlights about the Organization

This presentation will be conducted during our regularly scheduled classes.

**Student Responsibilities**

It is your responsibility as a student to contact the Office of the Registrar to complete the forms for Withdrawal or Change of Registration, and any other forms. Please refer to the list of important dates as noted in the Academic Schedule in the [Keyano College credit calendar](#). The Keyano College credit calendar also has information about Student Rights and Code of Conduct. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Code of Conduct Policies.

**Student Attendance**

Class attendance is useful for two reasons. First, class attendance maximizes a student's learning experience. Second, attending class is a good way to keep informed of matters relating to the administration of the course (e.g., the timing of assignments and exams). Ultimately, you are responsible for your own learning and performance in this course.

It is the responsibility of each student to be prepared for all classes. Students who miss classes are responsible for the material covered in those classes and for ensuring that they are prepared for the next class, including the completion of any assignments and notes that may be due.

**Academic Misconduct**

Students are considered to be responsible adults and should adhere to principles of intellectual integrity. Intellectual dishonesty may take many forms, such as:

- Plagiarism or the submission of another person's work as one's own;
- The use of unauthorized aids in assignments or examinations (cheating);
- Collusion or the unauthorized collaboration with others in preparing work;
- The deliberate misrepresentation of qualifications;
- The willful distortion of results or data;
- Substitution in an examination by another person;
- Handing in the same unchanged work as submitted for another assignment; and
- Breach of confidentiality.

The consequences for academic misconduct range from a verbal reprimand to expulsion from the College. More specific descriptions and details are found in the Student Rights and Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Code of Conduct Policies.

In order to ensure your understanding of the concept of plagiarism, you must successfully complete the online tutorial found on [ilearn.keyano.ca](http://ilearn.keyano.ca). Then print the certificate, sign it, and show it to each of your instructors. Your course work may not be graded until you show this signed certificate.

**Specialized Supports**

The Student Services department is committed to Keyano students and their academic success. There are a variety of student supports available at Keyano College. Due to the continuing situation with the Covid-19 pandemic, the offered support services will be implemented differently this semester by being provided mostly virtually. In-person service can be requested as needed. All Alberta Health Services guidelines will be followed for in-person appointments—wear a mask, maintain two meters of physical distance, use hand sanitizer, and stay home if you are unwell.

All student services are available during Keyano business hours: Monday to Friday, 8h30-16h30.

**Accessibility Services:** provides accommodations for students with disabilities. Students with documented disabilities, or who suspect a disability, can meet with a Learning Strategist to discuss their current learning barriers and possible accommodations. Students who have accessed accommodations in the past are encouraged to contact us to request them for the semester. Please note that requesting accommodations is a process and requires time to arrange. Contact us as soon

as you know you may require accommodations. For accessibility services supports and to book a virtual appointment, please contact [accessibility.services@keyano.ca](mailto:accessibility.services@keyano.ca).

Accessibility Services also provides individual and group learning strategy instruction for all students, as well as technology training and supports to enhance learning. Meet with a Learning Strategist to learn studying and test-taking strategies for online classes. Schedule an appointment with the Assistive Technology Specialist to explore technology tools for learning. Book an appointment today by emailing [accessibility.services@keyano.ca](mailto:accessibility.services@keyano.ca)

**Wellness Services:** offers a caring, inclusive, and respectful environment where students can access free group and individual support to meet academic and life challenges. Mental Health Coordinators offer a safe and confidential environment to seek help with personal concerns. All individual appointments will continue virtually.

Wellness Services welcomes students to participate in any of the virtual group sessions offered throughout the academic year addressing topics including mindfulness and test anxiety.

Individual virtual appointments can be made by emailing [wellness.services@keyano.ca](mailto:wellness.services@keyano.ca).

**Library Services:** provides students with research and information supports as they engage in their studies. Library staff are available to support you both virtually and in person throughout the semester. For a detailed list of library supports and services, go to [www.keyano.ca/library](http://www.keyano.ca/library). For any inquiries, please email [askthelibrary@keyano.ca](mailto:askthelibrary@keyano.ca).

Begin your research with the [Library's FIND page](#). Search for sources using OneSearch, the Library's Catalogue, or by searching in a specific database selected from the [A-Z Database List](#).

Individual support with the Information Librarian is available virtually. Appointments can be requested by using the [Book A Librarian online form](#).

Research and Subject Guides are helpful resources when beginning your research or addressing other information needs. To view a subject or course specific guide, go to the Subject Guide webpage [here](#).

To access additional research resources, including Citation Guides (APA, MLA, Chicago, or IEEE), go to the [Research Help Library page](#).

The Loanable Technology collection is available to support students in their online learning pursuits. Items available for borrowing include mobile projectors, webcams, noise cancelling headphones, Chromebooks, and laptops. For an up-to-date list of technology available for borrowing, go to the Library's [Loanable Technology webpage](#).

**Skill Centre:** Provides academic support services to students registered in credit programs at Keyano College in the form of tutoring, assignment/lab support, writing support groups, facilitated study groups, workshops, and study space. This service is free and is available for all Math, Sciences, Humanities and Trades courses offered at Keyano.

While most courses are being offered online, the Skill Centre will be offering mostly virtual services and in-person sessions as requested. Please email [Skill@keyano.ca](mailto:Skill@keyano.ca) to get in contact with our Academic Content Specialists. The Skill Centre is located in CC-119 at the Clearwater Campus.

For the most up to date information on how to book a session, please view the [Keyano Skill Centre homepage](#).

**Academic Success Coaching:** offers you support and access to resources for your academic success to help you to find the Keys to your Success. The Academic Success Coach will work with you to develop an academic success plan, develop your study and time management skills, and connect you with the right resources here at Keyano. [Academic.success@keyano.ca](mailto:Academic.success@keyano.ca) is the best way to access resources during virtual service delivery. The Academic Success Coach is located in the Skill Centre in CC-119 at the Clearwater Campus.

**E-Learning**

Technology and internet will impact your online learning experience. It's important that you are able to watch an online video and other course materials, take online quizzes, and participant in a live class with your instructor and other students.

Keyano College operates in a Windows based environment and having the correct tools for online learning is important. Here's a list of recommended system requirements.

**Internet Speed**

Minimum Internet speeds of 5 Mbps.

Recommended Internet speeds of 25 Mbps (especially if you are sharing your internet at home).

Check your internet speed with [Fast.com](http://Fast.com).

**System requirements:**

Microsoft Windows	Apple
<p><b>Minimum Requirements:</b></p> <ul style="list-style-type: none"> <li>A Windows 10 <b>computer/laptop</b></li> <li>• Minimum 4GB of RAM.</li> <li>• 10GB+ available hard drive storage.</li> <li>• Enough available hard drive space to install the Microsoft Office suite (approximately 3GB). <u>Microsoft Office</u> software is free to all Keyano students and employees.</li> <li>• Microphone, webcam and speakers. A headset with a microphone is recommended.</li> <li>• System updates must be regularly installed.</li> <li>• Anti-Virus / Anti-Malware software</li> </ul>	<p><b>Minimum Requirements:</b></p> <ul style="list-style-type: none"> <li>A Macintosh (V10.14 and above) <b>computer/laptop</b></li> <li>• Minimum 4GB of RAM.</li> <li>• 10GB+ available hard drive storage.</li> <li>• Enough available hard drive space to install the Microsoft Office suite (approximately 3GB). <u>Microsoft Office</u> software is free to all Keyano students and employees.</li> <li>• Microphone, webcam and speakers. A headset with a microphone is recommended.</li> <li>• System updates must be regularly installed.</li> <li>• Anti-Virus / Anti-Malware software.</li> </ul>
<p><b>Recommended Requirements</b></p> <ul style="list-style-type: none"> <li>• 8GB of RAM</li> <li>• A method of backing up/synchronizing to local or cloud-based storage such as OneDrive is highly recommended. This is included if you complete the setup of KeyanoMail and download MS Office using your Keyano email for free.</li> </ul>	<p><b>Recommended Requirements</b></p> <ul style="list-style-type: none"> <li>• 8GB of RAM</li> <li>• A method of backing up/synchronizing to local or cloud-based storage such as OneDrive is highly recommended. This is included if you complete the setup of KeyanoMail and download MS Office using your Keyano email for free.</li> </ul>

Chromebooks are **not** recommended as they are not compatible with testing lockdown browsers.

A Microsoft Surface or iPad or iPad Pro may be possible alternatives in some program areas.

**Specific Department Requirements:**

Business and OA programs require Windows 10.

Other programs may utilize Windows based tools as well.

**Computer Software**

Students will be able to get access to Microsoft Office 365 for free using Keyano credentials by [clicking here](#).

**Recording of Lectures and Intellectual Property**

Students may only record a lecture if explicit permission is provided by the instructor or by Accessibility Services. Even if students have permission to record a lecture or lecture materials, students may not share, distribute, or publish any of the lectures or lecture materials, this includes any recordings, slides, instructor notes, etc. on any platform. Thus, no student is allowed to share, distribute, publish or sell course related content (instructor, or students) without permission. It is important to recognize that the Canadian Copyright Act contains provisions for intellectual property. The [Academic Integrity Policy](#) provides additional information on Keyano College's expectations from students as members of the intellectual community.

**ITS Helpdesk**

If you are having issues with your student account, you can contact the ITS Helpdesk by emailing [its.helpdesk@keyano.ca](mailto:its.helpdesk@keyano.ca) or calling 780-791-4965.