

**BUS 191EHF – 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: Virtual by appointment only  
Email: [gregory.krabes@keyano.ca](mailto:gregory.krabes@keyano.ca)

## Office Hours

Monday – Friday      Virtual by appointment only

## Hours of Instruction

Wednesdays      18:00 – 21:00

## 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.....	65%
<i>Quiz I</i> .....	13%
<i>Quiz II</i> .....	13%
<i>Quiz III</i> .....	13%
<i>Quiz IV</i> .....	13%
<i>Quiz V</i> .....	13%
Presentations / Challenges / Research.....	35%
<i>Enterprises</i> .....	5.0%
<i>World Organizations</i> .....	5.0%
<i>Top Employer – video project</i> .....	15.0%
<i>Personal reflection</i> .....	10.0%
<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	31.08.2022	<b>Introduction to Management Course</b>

2	07.09.2022	<b>Introduction to Management Course</b> Chapter 1: Introduction to Management and Organization
3	14.09.2022	Supplement 1A: A Brief History of Management Supplement 1B: Small and Medium-Sized Enterprises and Organizations Supplement 1C: Entrepreneurship
4	21.09.2022	Chapter 2: Environmental Constraints on Managers <b>Pre-Quiz..... 0.0%</b>
5	28.09.2022	Chapter 3: Planning and Strategic Management Chapter 4: Decision Making
6	05.10.2022	<b>Quiz #1 Chapters 1 – 2 ..... 13.0%</b> <b>Enterprises Presentation..... 5.0%</b>
7	12.10.2022	Chapter 5: Organizational Structure and Design Chapter 6: Human Resource Management
8	19.10.2022	<b>World Organizations.....5.0%</b> <b>Quiz #2 Chapters 3 – 5..... 13.0%</b>
9	26.10.2022	Chapter 7: Managing Innovation and Change Chapter 8: Understanding Groups and Teams Chapter 9: Motivating and Rewarding Employees
10	02.11.2022	<b>Quiz #3 Chapters 6 – 7..... 13.0%</b>
11	09.11.2022	 <b>Reading Days</b> <b>11.11.2022</b> <b>Remembrance Day</b>
12	16.11.2022	<b>Top Employer – video project.....15.0%</b> <b>Quiz #4 Chapters 8 – 9 .....13.0%</b>
13	23.11.2022	Chapter 10: Leadership Chapter 11: Managing Communication and Information Chapter 12: Foundations of Control Chapter 13: Operations Management
14	30.11.2022	<b>Personal reflection ..... 10.0%</b> <b>Quiz #5 Chapters 10 – 13 .....13.0%</b>

**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 1000 plus words, using all the knowledge gained in Communication courses (proper Business writing style and structure), please explain your position. A short PPT presentation should be created to be used during your in-class presentation. Please note that both, written work and PPT presentation must be uploaded into Moodle before the deadline. (PDF formats are not accepted).

This activity will be worth 10% of the total course mark.

### **Top Employer**

Top 100 Employers project is a national competition to determine which employers lead their industries in offering exceptional workplaces for their employees. In conjunction with The Globe and Mail, every year a competition is held to determine a winner. The results are published in the media for all 13 administrative jurisdictions of Canada (10 provinces and 3 territories).

Students will be asked to join groups created in Moodle. The groups will be named after the 13 administrative regions of Canada (10 provinces and 3 territories). Each group will choose a company that made the Top Employer list for that province or territory. An indebt study of this company must be undertaken.

A 10-minute recorded presentation must be created using MS PowerPoint recording features. Your video should contain images of your well-developed, professional business slides, images of all participants, and of course narration. The content should include but not limited to:

- Name and all relevant data
- Description of the sector they are operating (product/service)
- Management team
- Major achievements
- Reason for being recognized
- Future plans
- Other interesting highlights

This project must be uploaded into Moodle.

This video must be uploaded into Moodle. We will be sharing our work with our Management partner class at CFBC in St Kitts and Nevis. Students there will create similar videos showcasing their best employers.

This activity will be worth 15% of the total course mark.

### **Presentations**

#### **1. Enterprises**

Every participant will present to the class an Enterprise of their choice. A PPT presentation using all the knowledge gained in Communication courses (proper Business writing style and structure), 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. This activity will be worth 5% of the total course mark.

## 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 a geographical map)
- The role of the organization
- Two highlights about the Organization

This presentation will be conducted during our regularly scheduled classes. This activity will be worth 5% of the total course mark.

## Performance Requirements and Student Services

### Performance Requirements and Student Services

#### Student Responsibilities

As a student, it is your responsibility to contact the Office of the Registrar to complete the required forms, including the Withdraw Course or Program or a Change of Registration form. Please refer to the important dates listed in the Academic Schedule in the [Keyano College credit calendar](#). The Keyano College credit calendar also has information about Student Rights and the Code of Conduct. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and the Code of Conduct Policies.

#### Student Attendance

Class attendance is helpful for two reasons: First, class attendance maximizes a student's learning experience. Second, attending class is an excellent way to keep informed of matters relating to the course administration (e.g., the timing of assignments and exams). Ultimately, you are responsible for your learning and performance in this course. It is the responsibility of each student to be prepared for all classes. Absent students are responsible for the material covered in those classes, and students must ensure they are ready for their next class, including completing any missed assignments and notes.

#### Academic Misconduct

Students are considered responsible adults and should adhere to the principles of intellectual integrity. Intellectual dishonesty takes many forms:

- Plagiarism or the submission of another person's work as their 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,

- Submitting unchanged work 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. To ensure your understanding of plagiarism, you may be required to complete the online [Understanding Plagiarism tutorial](#) and submit the certificate of completion.

**Online Learning**

Technology and internet connectivity will impact your online learning experience. You may be required to watch online videos, take online quizzes, or participate in live online classes. Live/virtual courses will be hosted in Microsoft Teams or Zoom. For all course delivery types, you will access your course resources on Keyano’s learning management system: Moodle (iLearn). Login in using your [Keyano username and password](#). Keyano College operates in a Windows-based environment and having access to the correct tools for online learning is essential. Here's a list of recommended system requirements.

**Internet Speed**

Minimum download and upload speeds of 10 Mbps. Recommended download speeds of 25 Mbps and upload speeds of 10 Mbps (if you are sharing your internet at home). You can check your internet speed with [Speedtest by Ookla](#).

**Computer System Requirements**

Microsoft Windows	Apple (Mac)
<p><b>Minimum Requirements:</b></p> <ol style="list-style-type: none"> <li>1. Windows 10 Operating System or above</li> <li>2. 4GB of RAM</li> <li>3. 10GB available hard drive storage space                             <ol style="list-style-type: none"> <li>a. Install the Microsoft Office 365 suite (~3GB) *</li> </ol> </li> <li>4. Microphone, webcam, and speakers (All modern laptops have these three accessories built-in.)</li> <li>5. Windows has built-in anti-virus/malware software. It is essential to install system updates to keep your device secured regularly.</li> </ol> <p>*<a href="#">Microsoft Office 365</a> is free to Keyano students.</p>	<p><b>Minimum Requirements:</b></p> <ol style="list-style-type: none"> <li>1. Mac Operating System 10.14 (Monterey) or above</li> <li>2. 4GB of RAM</li> <li>3. 10GB available hard drive storage space                             <ol style="list-style-type: none"> <li>a. Install the Microsoft Office 365 suite (~3GB) *</li> </ol> </li> <li>4. Microphone, webcam, and speakers (All modern laptops have these three accessories built-in.)</li> <li>5. Mac has built-in anti-virus/malware software. It is important to install system updates to keep your device secured regularly.</li> </ol> <p>*<a href="#">Microsoft office 365</a> is free to Keyano students.</p>
<p><b>Recommended Upgrades</b></p> <ul style="list-style-type: none"> <li>• 8GB of RAM</li> <li>• Regularly back up or synchronize your files, locally or with a cloud-based storage option.</li> </ul> <p>OneDrive is the cloud-based storage option free to students after the setup of KeyanoMail and Microsoft 365.</p>	<p><b>Recommended Upgrades</b></p> <ul style="list-style-type: none"> <li>• 8GB of RAM</li> <li>• Regularly back up or synchronize your files locally or with a cloud-based storage option.</li> </ul> <p>OneDrive is the cloud-based storage option free to students after the setup of KeyanoMail and Microsoft 365.</p>

Tablets, iPads, and Chromebooks are **not** recommended: they may not be compatible with the testing lockdown browsers and Microsoft Office 365.

### Specific Department Requirements

Business and OA programs require Windows 10.  
Other programs may utilize Windows-based tools as well.

### Computer Software

Students have access to Microsoft Office 365 and Read&Write for free using Keyano credentials.

### Recording of Lectures and Intellectual Property

Students may only record a lecture if explicit permission is provided by the instructor or 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 course 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 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 have 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.

**COVID-19** We are subject to provincial, and municipal bylaws, and policies. These decisions may change pending further direction from the Alberta Chief Medical Officer, Alberta Health Services, and other provincial guidelines. To protect yourself and others, get immunized, wash your hands, wear a mask, keep your distance (2m/6 ft) and remain home when feeling unwell. For the most recent COVID-19 information, please refer to [albertahealthservices.ca/COVID](https://albertahealthservices.ca/COVID).

**Specialized Supports** The Student Services Department is committed to Keyano students and their academic success. There is a variety of student support available at Keyano. All student services are available during Keyano business hours: Monday to Friday, 8:30 a.m. to 4:30 p.m. The College is closed on statutory holidays. If you require support outside of regular business hours, please inform the support service team, and they will do their best to accommodate your needs.

**Accessibility Services** provides accommodations for students living with disabilities. Students with documented disabilities or who suspect a disability can meet with an Access Strategist to discuss their current learning barriers and possible accommodations. Students who have accessed accommodations in the past are encouraged to contact the department to request accommodations for the following semester. Please note that requesting accommodations is a process and requires time to arrange. Contact the department as soon as you know you may require accommodations. For accessibility supports and disability-based funding, please book an appointment by emailing us at: [accessibility.services@keyano.ca](mailto:accessibility.services@keyano.ca).

Accessibility Services also provides individual and group learning strategy instruction for all students and technology training and support to enhance learning. You can meet with an Access Strategist to learn studying and test-taking strategies. In addition, you can 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 provide a safe and confidential environment for you to seek help with personal concerns. Our Wellness Navigator offers support with basic needs such as housing, financial and nutritional support, and outside referrals when needed. Wellness Services welcomes students to participate in group sessions that address topics including mindfulness and test anxiety throughout the academic year. Individual appointments can be made by emailing [wellness.services@keyano.ca](mailto:wellness.services@keyano.ca).

**Library Services:** provides students with research, information, and education technology supports as they engage in their studies. Library staff are available to help you online and in person throughout the semester. Librarians offer individual and small group appointments booked using the online [Book A Librarian calendar](#). The Library also provides research and subject guides to help you with your studies. To view a subject or course-specific guide, check out the complete list of online [Subject Guides](#). To start your research and access citation guides (APA, MLA, Chicago, or IEEE), visit the [Research Help page](#). The Library's collections (including print and online materials) are searchable using [OneSearch](#). The Library offers a Loanable Technology collection to support students accessing and using technology. For an up-to-date list of technology available for borrowing, visit the Library's [Loanable Technology webpage](#). For a detailed list of library resources and services, go to [www.keyano.ca/library](http://www.keyano.ca/library). For all inquiries, please email [askthelibrary@keyano.ca](mailto:askthelibrary@keyano.ca) or [chat with us online](#).

**Academic Success Centre:** The Academic Success Centre at Keyano College (CC-119) provides **free** academic support services to registered students, such as tutoring, writing support, facilitated study groups, workshops, and study space. Academic Content Specialists are available in Mathematics, Science, Trades, Power Engineering, Upgrading/College Prep, Human Services, English, Humanities, and more. Students are encouraged to visit the Academic Success Centre to discuss study strategies and academic concerns. For additional information, please email [Academic.Success@keyano.ca](mailto:Academic.Success@keyano.ca).

**Academic Success Coach:** The Academic Success Coach is located in the Academic Success Centre and works with students to develop academic success plans, time management skills, study strategies, and homework plans. For additional information, please email [Academic.Success@keyano.ca](mailto:Academic.Success@keyano.ca).

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## Microsoft Teams meeting

**Join on your computer or mobile app**

[Click here to join the meeting](#)

Meeting ID: 296 178 480 03

Passcode: xfgcMd

[Download Teams](#) | [Join on the web](#)

**Or call in (audio only)**

+1 647-749-9376,,540749650# Canada, Toronto

Phone Conference ID: 540 749 650#

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