

## Course Outline

### 1. COURSE INFORMATION

Session Offered	Winter 2022	
Course Name	Management Principles	
Course Code	GENTECH 2MP3	
Date(s) and Time(s) of lectures	C01: Monday 12:30-1:30 pm; Wednesday 9:30-11:30 am C02: Monday 2:30-4:20 pm; Wednesday 1:30-2:20 pm C03: Monday 9:30-11:20 am; Wednesday 11:30 am – 12:20 pm	
Program Name	One of the following: Automotive and Vehicle Technology / Biotechnology / Process Automation Technology	
Calendar Description	The course examines fundamental management principles of planning, organizing, leading, and controlling in technology organizations. Emphasis is placed on understanding and applying talent management practices to engage people in attaining organizational goals.	
Instructor(s)	Hoda Kamel Nicole Vincic	E-Mail: <a href="mailto:kamelh@mcmaster.ca">kamelh@mcmaster.ca</a> , Office hrs by advance Appt E-Mail: <a href="mailto:vicninc@mcmaster.ca">vicninc@mcmaster.ca</a> , Office hrs by advance Appt
Teaching Assistants	Haider Khan Blake McFadden Matthew Zychowicz	khanh112@mcmaster.ca mcfaddeb@mcmaster.ca zychowim@mcmaster.ca

### 2. COURSE SPECIFICS

Course Description	In this course, you will learn to recognize appropriate managerial practices by identifying what successful managers do and how they do it. Understanding how managers work is just as beneficial for the subordinate employee as it is for the manager. The course is designed to teach you the fundamentals of management models and approaches relating to managerial roles, motivation, decision-making, managerial communication, team dynamics, leadership, organizational culture and controls and change management. The course employs active learning strategies designed to bring the subject alive to help you apply managerial acumen in order to excel as a future engineering technology professional in today's dynamic global organizations.		
Instruction Type	Code	Type	Hours per term
	C	Classroom instruction	21
	L	Laboratory, workshop or fieldwork	
	T	Tutorial	
	DE	Distance education	18
	Total Hours		39
Resources <b>REQUIRED &amp; MANDATORY</b>	ISBN	Textbook Title & Edition	Author & Publisher
	ISBN: <b>9780135423677</b>	eText & Revel access are Title: Fundamentals of Management (9th Canadian Edition) <b>required</b>	Author: Robbins, DeCenzo, Coulter & Anderson Publisher: Pearson
	Other Supplies	Source	

	eText - 4 Chapters	Essentials of Organizational Behaviour by Robbins, Judge & Beward 2 <sup>nd</sup> Cdn Edition, Pearson
<b>Prerequisite(s)</b>	GENTECH 2HR3 and registration in Level II Automation Engineering Technology, Automotive and Vehicle Engineering Technology, or Biotechnology	
<b>Corequisite(s)</b>	N/A	
<b>Antirequisite(s)</b>	GENTECH 1HR3, 1OB3, 3MP3, 3OB3, 4T03	
<b>Course Specific Policies</b>	<p><b>IT IS MANDATORY TO GET a REVEL CODE for this course from the Bookstore or Publisher so that you can access the e-text, weekly activities, and resources for each chapter.</b></p> <p><i>Revel is an interactive learning environment designed for the way today's students read, think, and learn. Revel uses interactives and assessments integrated within the narrative that enhance content as well as students' overall learning experiences. The story of Revel is simple: When students are engaged in the course content, they learn more effectively and perform better.</i></p> <p><b>Revel has been deep linked into A2L to access specific assignments, so students do not leave the A2L platform to access/complete Revel.</b></p> <p><b>Pearson has 24/7 Student Support</b>  <b>here: <a href="https://support.pearson.com/getsupport/s/contactsupport">https://support.pearson.com/getsupport/s/contactsupport</a></b></p> <p><b>Course Communications:</b></p> <ul style="list-style-type: none"> <li><b>It is your responsibility to check Avenue daily</b> – everything you will need is there, and any important announcements will be posted there. Set your home page to the news feed for the course. See the Course A2L Website for any updates.</li> <li><b>We only respond to emails from students' McMaster email accounts.</b> Ensure that your Mac account is activated and has space to receive emails. We reply to emails only once, and if it returns to us as "undeliverable mail" we do not attempt any further replies. We do not respond to emails asking questions to which the answer is readily available in the course outline or Avenue.</li> </ul> <p><b>Switching Classes:</b>  You are required to attend the class days/times for the section in which you are registered. It is possible to attend another class day/time occasionally for specific conflicts that are both urgent and important in nature, such as a coop job interview – <b>however you must get prior approval from the instructor.</b></p> <p><b>In-Class Active Learning Component: Worth 25%</b>  Throughout the term there will be a number of in-class activities and assignments on A2L. Each activity will address topics and outcomes listed within the course</p>	

outline and will require work to be performed within the class setting or outside of class.

These activities may take the form of completing reflection reports, critical thinking questions, mini-cases, analyzing videos/film clips, and application exercises. The instructor will notify students as to the assessment criteria and format - i.e. individual or group at the time of the activity.

- You must be in the proper section for which you are registered and present during the entire class in which the activity is assigned for it to be graded by the instructor.
- Missed classes which result in missed in-class activities will not be accommodated unless timely medical/legal documentation can be provided. See course outline for further information about academic work missed and guidelines regarding the McMaster Student Absence Form (MSAF).
- There will be a number of active-learning activities and the instructor will pick the best of \_?"\_\_ based on the total number of activities completed during the term. Exercises will be graded based on completion, accuracy, and amount of effort shown by the student.

Weekly activities, assignments and due dates are outlined in detail in our course on Avenue.

**It is the student's responsibility to make note of these due dates and to ensure work is submitted on time. No extensions will be granted.**

**Team Project: Worth 25%**

Students will work in a team comprised of 4-5 students to complete an Informational Interview project. The purpose of the group assignment is for students to gain an understanding of management principles and theories within the context of an actual organization. Students will learn about the skills required to become a manager and the skills required to carry out management duties. Through an informational interview, students will collect information about the management principles and practices applied within the organization. As a team, students will be expected analyze these principles and practices by applying course content and theory.

The project will be completed in stages and there are multiple due dates leading to the Final Report submission.

**Online Topic Quizzes: Worth 20%**

The online quizzes will consist of multiple-choice designed to ensure that you keep up with your course material. Online quizzes will be opened on **Wednesday at 5:00 pm and closed Sunday at 11:59 pm**. The quizzes are accessed through A2L, and there will be a time limit for completion once you start the online quiz. The time limit will be 45 minutes for the completion of **30 randomly assigned questions.**

	<p><b>I highly recommended you review all the topic material in-depth before completing the online quiz.</b></p> <ul style="list-style-type: none"> <li>• There are a <b>total of FIVE (5) quizzes</b> starting at the end of week 3.</li> <li>• <b>Note:</b> There will not be any make-up for missed quizzes, whatever the reason, as each quiz is open for several days.</li> <li>• <b>Any collaboration, posting or sharing of online quiz questions or answers with other students will constitute academic dishonesty.</b></li> </ul> <p><b>Final Exam: Worth 30%</b></p> <p>The cumulative final exam will be written during the scheduled examination period. The final exam format will include application-focused scenario short answer type questions.</p> <p><b>Note: Students must achieve a passing mark on the final exam assessment to pass the course. This means students must achieve an overall passing grade in the other course assessments (project, video tutorial assignments, etc.), plus achieve a minimum grade 15/30 on the final exam to pass the course.</b></p>	
<b>Departmental Policies</b>	<p>Students must maintain a GPA of 3.5/12 to continue in the program.</p> <p>In order to achieve the required learning objectives, on average, B.Tech. students can expect to do at least 3 hours of “out-of-class” work for every scheduled hour in class. “Out-of-class” work includes reading, research, assignments and preparation for tests and examinations.</p> <p>Where group work is indicated in the course outline, such collaborative work is mandatory.</p> <p>The use of cell phones, iPods, laptops and other personal electronic devices are prohibited from the classroom during the class time, unless the instructor makes an explicit exception.</p> <p>Announcements made in class or placed on Avenue are considered to have been communicated to all students including those individuals that are not in class.</p> <p>Instructor has the right to submit work to software to identify plagiarism.</p>	
<b>3. SUB TOPIC(S)</b>		
Week 1 – Jan 10	<p><b>-Introduction to GENTECH 2MP3</b></p> <p><b>-Introduction to Management &amp; Organizations</b></p> <ul style="list-style-type: none"> <li>• Why study Management?</li> <li>• What is Management?</li> <li>• Who are Managers?</li> <li>• What do Managers Do?</li> <li>• What Factors are reshaping Management?</li> </ul> <p><b>Environmental Constraints on Managers</b></p> <ul style="list-style-type: none"> <li>• The External Environment</li> <li>• Understanding the Global Environment</li> </ul>	Chapter 1 & 2 <b>Online Activities</b>
Week 2 – Jan 17	<p><b>Personality, Values &amp; Attitudes</b></p> <ul style="list-style-type: none"> <li>• Personality and the factors that shape it</li> <li>• MBTI and Big Five Personality Model (S&amp;W)</li> </ul>	Chapter 3 & 5 Organizational Behaviour Book

	<ul style="list-style-type: none"> <li>• Contrast terminal and instrumental values</li> <li>• What are values?</li> <li>• International values</li> <li>• The components of attitudes</li> <li>• Major job attitudes</li> </ul>	<b>Online Activities</b> <b>Email your Professor with the names of your Team Members for the Group Project.</b>
Week 3 – Jan 24	<b>Perception &amp; Communication</b> <ul style="list-style-type: none"> <li>• What is perception?</li> <li>• Effective Communication</li> <li>• Technology &amp; managerial communication</li> <li>• What communication issues do managers face today?</li> </ul>	Chapter 11 <b>Online Activities</b> <b>Quiz #1</b> <b>TEAM BIO &amp; Charter Due</b>
Week 4 – Jan 31	<b>Motivation</b> <ul style="list-style-type: none"> <li>• Early theories &amp; contemporary theories of motivation</li> <li>• Job design for motivation</li> <li>• Innovative perspectives of motivation</li> </ul>	Chapter 9 <b>Online Activities</b>
Week 5 – Feb 7	<b>Teams &amp; Conflict</b> <ul style="list-style-type: none"> <li>• Stages of team development</li> <li>• Types and team characteristics</li> <li>• How to make teams effective</li> <li>• Managing team conflicts</li> <li>• Improving team decision-making</li> </ul>	Chapter 8 <b>Online Activities</b> <b>Quiz #2</b>
Week 6 – Feb 14	<b>Leadership</b> <ul style="list-style-type: none"> <li>• What is Leadership?</li> <li>• Impact of followership</li> <li>• Trust and Leadership</li> </ul>	Chapter 10 <b>Online Activities</b>
<b><i>Mid-Term Recess Week (Monday, February 21 to Sunday, February 27)</i></b>		
Week 7 – Feb 28	<b>Decision Making &amp; Ethics</b> <ul style="list-style-type: none"> <li>• Types of decisions &amp; problems</li> <li>• Decision-making models</li> <li>• Why managers make bad decisions</li> <li>• Innovative group decision making</li> </ul>	Chapter 3 <b>Online Activities</b> <b>Quiz #3</b>
Week 8 – Mar 7	<b>Power &amp; Influence</b> <ul style="list-style-type: none"> <li>• What is Power?</li> <li>• Contrasting Leadership &amp; Power</li> <li>• Bases of Power</li> </ul>	Chapter 13 Organizational Behaviour Book <b>Online Activities</b> <b>Team Project Due</b>
Week 9 – Mar 14	<b>Organizational Culture</b> <ul style="list-style-type: none"> <li>• Types of organization cultures</li> <li>• Creating and maintaining high-performance culture</li> </ul>	Chapter 16 Organizational Behaviour Book <b>Online Activities</b> <b>Quiz #4</b>
Week 10 – Mar 21	<b>Structure &amp; Design</b>	Chapter 5

	<ul style="list-style-type: none"> <li>• Factors shaping structure</li> <li>• Designing adaptive organizations</li> </ul>	<b>Online Activities</b>
Week 11 – Mar 28	<b>Change Management</b> <ul style="list-style-type: none"> <li>• What is change and how do managers deal with it?</li> <li>• How do managers manage resistance to change?</li> <li>• Encouraging innovation in organizations</li> </ul>	Chapter 7 <b>Online Activities</b>
Week 12 – Apr 4	<b>Strategic Management</b> <ul style="list-style-type: none"> <li>• Planning and the need for it</li> <li>• Setting goals and developing plans</li> <li>• The Strategic Management Process and Choosing a niche</li> </ul>	Chapter 4 <b>Online Activities</b> <b>Quiz #5</b>

Classes end: Tuesday, April 12<sup>th</sup> 2022

**Final Examination Period: Thursday, April 14 to Friday, April 29**

**All examinations MUST be written during the scheduled examination period.**

Note that this structure represents a plan and is subject to adjustment term by term.

The instructor and the University reserve the right to modify elements of the course during the term. The University may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes.

<b>4. ASSESSMENT OF LEARNING *including dates*</b>	<b>Weight</b>
Team Project	25%
Quizzes	20%
In-Class Weekly Activities	25%
Final examination (tests cumulative knowledge)	30%
<b>TOTAL</b>	<b>100%</b>

Percentage grades will be converted to letter grades and grade points per the University calendar.

## **5. LEARNING OUTCOMES**

1. Analyze and differentiate leadership/management styles, characteristics, and attributes to identify the critical success factors for "best-in-class" organizational managers.
2. Assess the nature of motivation and the application of various motivational techniques.
3. Compare and contrast the barriers to effective managerial decision making.
4. Explain how interpersonal communication and conflict are vital to managing effectively
5. Identify the stages and practices of high-performance teams.
6. Distinguish the relationship between organizational culture and managerial controls needed for designing and managing adaptive organizations.
7. Analyze workplace change drivers and the tools, techniques and frameworks required for successful organizational change management.

## **6. COURSE OUTLINE – APPROVED ADVISORY STATEMENTS**

### **ANTI-DISCRIMINATION**

The Faculty of Engineering is concerned with ensuring an environment that is free of all discrimination. If there is a problem, individuals are reminded that they should contact the Department Chair, the Sexual Harassment Officer or the Human Rights Consultant, as soon as possible.

[http://www.mcmaster.ca/policy/General/HR/Discrimination\\_Harassment\\_Sexual\\_Harassment-Prevention&Response.pdf](http://www.mcmaster.ca/policy/General/HR/Discrimination_Harassment_Sexual_Harassment-Prevention&Response.pdf)

## ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. It is your responsibility to understand what constitutes academic dishonesty.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty: The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

## AUTHENTICITY / PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com, please go to [www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity).

## COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

## ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

## COMMUNICATIONS

It is the student's responsibility to:

- Maintain current contact information with the University, including address, phone numbers, and emergency contact information.

- Use the University provided e-mail address or maintain a valid forwarding e-mail address.
- Regularly check the official University communications channels. Official University communications are considered received if sent by postal mail, by fax, or by e-mail to the student's designated primary e-mail account via their @mcmaster.ca alias.
- Accept that forwarded e-mails may be lost and that e-mail is considered received if sent via the student's @mcmaster.ca alias.
- Check the McMaster/Avenue email and course websites on a regular basis during the term.

## CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the Code of Student Rights & Responsibilities (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, whether in person or online.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

## ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact Student Accessibility Services (SAS) at 905-525-9140 ext. 28652 or [sas@mcmaster.ca](mailto:sas@mcmaster.ca) to make arrangements with a Program Coordinator. For further information, consult McMaster University's Academic Accommodation of Students with Disabilities policy.

## REQUESTS FOR RELIEF FOR MISSED ACADEMIC TERM WORK

McMaster Student Absence Form (MSAF): In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "Requests for Relief for Missed Academic Term Work".

## ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students should submit their request to their Faculty Office normally within 10 working days of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests. <http://www.mcmaster.ca/policy/Students-AcademicStudies/Studentcode.pdf>

## COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, including lectures by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

## EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.