ENGINEERING
McMaster-Mohawk
Bachelor of Technology
Partnership

McMaster University

Course Outline

1. COURSE INFORMATION	
Session Offered	Spring 2022 – Virtual
Course Name	Management Principles
Course Code	GEN TECH 3MP3
Date(s) and Time(s) of lectures	Tuesdays 6:30 – 9:30 pm
Program Name	Civil Engineering Infrastructure Technology / Software Engineering Technology / Energy Engineering Technologies / Manufacturing Engineering Technology
Calendar Description	The course examines fundamental management principles of planning, organizing, leading and controlling in technology organizations. Emphasis is placed on understanding and application of human resource management practices to engage people in attaining organizational goals.
Instructor(s)	Michael Michalski · E-Mail: mmichal@mcmaster.ca · Office Hours & Location: By appointment

2. COURSE SPECIFICS			
Course Description			

	Code	Type	Hours per term
Instruction Type	C	Classroom instruction	
	L	Laboratory, workshop or fieldwork	
	T	Tutorial	
	DE	Distance education	42
		Total Hours	42

Resources	ISBN	Textbook Title & Edition	Author & Publisher
	Textbook Title: <u>Management Principles</u> – 2021 – Pearson Publisher's Custom Courseware – Michael Michalski - ISBN: 9781264175697 Newest version (2021) of the textbook available primarily as an etext through the Bookstore or directly from McGraw Hill Publishers.		
	Other Supplies	**Source**	
	The Instructor will use Zoom software during the semester, which will enable the class to meet electronically. **Students must acquire the capability of having a microphone so as to fully participate in this class via on-line learning.**		

Prerequisite(s)	Registration in BTECH.
Corequisite(s)	N/A
Antirequisite(s)	GEN TECH 3OB3, 1HR3
Course Specific Policies	This course will be using a range of software. The instructor will also use other software including: e-mail, Avenue, Zoom, Menti, etc.

	Late Policy for Assignments #1 & #2: 1 day late 10% deduction; 2nd day late a further 10% deduction; 3rd day late - assignment is graded as a zero.
Departmental Policies	Students must maintain a GPA of 3.5/12 to continue in the program.
	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 pre-class work, reading, research, assignments and preparation for tests and examinations.
	Where group work is indicated in the course outline, such collaborative work is mandatory.
	Announcements made in class or placed on the class Avenue website are considered to have been communicated to all students including those individuals that are not in class.
	Instructor has the right to submit work to software to identify plagiarism.

3. SUB TOPIC(S)	

This course will have a dual focus. The first is to highlight key skills for improving individual effectiveness in organizations. Among the areas to be reviewed are teamwork, motivation, leadership, and conflict resolution.

The second focus of the course is to describe key skill areas for improving personal effectiveness for those students who may currently be supervisors or those who may be aspiring supervisors. Among the areas studied are employment law, health and safety responsibilities, unions, selection of the right employees and performance management.

Students will be required to read and review basic principles and highlights of each week's work in advance of the scheduled class. Class time will be spent applying and discussing the implications of the students' independent review of weekly course materials.

Course materials will include textbook chapters, articles, prepared videos, discussion questions, self-assessments and quizzes. The combination of course materials to be utilized in a given week will be made known to students. Completion of this work before the on-line class is mandatory. Grades will be awarded for course work that is done on time.

Schedule	Pre-Class Work - Student Independent Study Prior to Class:	Class Work (On-line)
Week 1	Review Week #1 Avenue Checklist Text: Introduction to the Field Of Organizational Behaviour pgs. 1 - 30	On-line Class: May 3rd Orientation to On-Line Classes. Meet and Greet. Introductory Exercise. Review of student responsibilities. Powerpoint: Modern Organizations and the Knowledge Worker

Week 2	Review Week #2 Avenue Checklist Text: Workplace Emotions, Attitudes and Stress pgs. 32 - 63	On-line Class: May 10th Powerpoint: Workplace Emotions, Attitudes and Stress
Week 3	Review Week #3 Avenue Checklist Text: Applied Performance Practices pgs. 64 - 92	On-line Class: May 17th Powerpoint: Motivating the "Knowledge Worker"
Week 4	Review Week #4 Avenue Checklist Text: Team Dynamics pgs. 93 - 123	On-line Class: May 24th Powerpoint: Team Dynamics
Week 5	Review Week #5 Avenue Checklist Text: Conflict and Negotiation in the Workplace pgs. 125 - 154	On-line Class: May 31st Powerpoint: Understanding and Managing Workplace Conflict
Week 6	Review Week #6 Avenue Checklist Text: Leadership in Organizational Settings pgs. 155 - 181	On-line Class: June 7th Powerpoint: Leadership and the Knowledge Worker
Week 7	Review Week #7 Avenue Checklist Text: The Legal Context for HRM and Creating Safe and Healthy Workplaces pgs. 182 - 197	On-line Class: June 14th . Powerpoint: Legal Issues, Worker Rights and Diversity Powerpoint – "Basics of Employment Law". Employment Standards Act Website: http://www.labour.gov.on.ca/english/es/ Human Rights Commission Website: http://www.ohrc.on.ca/en
Week 8	Review Week #8 Avenue Checklist Text: Selecting Employees pgs. 210 - 233	On-line class: June 21st Powerpoint: Selecting the Right Employees
Break Week – No Class on Tuesday June 28th		
Week 9	Review Week #9 Avenue Checklist Text: Labour Relations Pgs. 296 - 319	On-line Class: July 5th Powerpoint: Union/Management Relations Labour Relations Board Website: http://www.olrb.gov.on.ca/english/homepage.htm
Week 10	Review Week #10 Avenue Checklist	On-line Class: July 12th

	Text: The Legal Context for HRM and Creating Safe and Healthy Workplaces Pgs. 198 - 209	Powerpoint: Health, Safety, Security and Risk Management Occupational Health and Safety Act Website: http://www.labour.gov.on.ca/english/hs/pubs/ohsa/
Week 11	Review Week #11 Avenue Checklist Text: Managing Employees' Performance Pgs. 268 - 294	On-line Class: July 19th Powerpoint: Performance Management and Appraisal
Week 12	Review Week #12 Avenue Checklist Text: Training, Learning and Development Pgs. 234 - 267	On-line Class: July 26th Powerpoint: Training and Strategic Development of People
Week 13	Final Take Home Assignment (Exam): Due Date – August 2nd	

4. ASSESSMENT OF LEARNING	Weight
Individual Article Assignment #1 – 20% Due May 31st Group Case Scenario Assignment #2 – 20% Due July 12th	40%
Independent Course Work – Videos, articles, quizzes, discussion questions for each week to be done before the scheduled class. Each week's independent course work is worth a maximum 3 marks per week. Total score to be determined by best 10 weekly scores.	30%
Final Take Home Assignment (Exam) Due: August 2, 2022	30%
TOTAL	100%

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

5.   LEARNING OUTCOMES

1. Improve personal effectiveness in the role of supervisor, aspiring supervisor or as a team member by identifying those behaviours that contribute to effective management of knowledge workers.
2. Identify those factors that increase personal effectiveness in working, communicating, and providing feedback, in the work setting.
3. Identify those factors that contribute to effective selection and retention of knowledge workers.
4. Analyze the legal rights and responsibilities of workers and supervisors as they relate to various pieces of legislation. (Occupational Health and Safety Act, Labour Relations Act, Employment Standards Act.)
5. Differentiate those situations where managers place an over-reliance on monetary incentives to induce high performance and to substitute those techniques that actually do improve performance.
6. Develop the skills needed to operate effectively in a team environment, specifically those behaviours which are necessary to be an effective team member.
7. Differentiate between individual resistance and other barriers to change with the techniques to overcome those barriers and to promote effective change.
8. Language skills, both written and oral, will be evaluated during the course through students' written work and participation in class.

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

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.

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 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