# Course Outline

## 1. COURSE INFORMATION

<table>
<thead>
<tr>
<th>Session Offered</th>
<th>Spring 2016 - Full on-line Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Name</td>
<td>Management Principles</td>
</tr>
<tr>
<td>Course Code</td>
<td>GEN TECH 3MP3</td>
</tr>
<tr>
<td>Date(s) and Time(s) of lectures</td>
<td>On-line - Tuesdays 6:30 – 8:30 pm (approx.)</td>
</tr>
<tr>
<td>Program Name</td>
<td>Automotive and Vehicle Technology / Biotechnology / Civil Engineering Infrastructure Technology / Computer and Information Technology / Energy Engineering Technology / Manufacturing Engineering Technology / Process Automation Technology</td>
</tr>
<tr>
<td>Calendar Description</td>
<td>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. As a result of the requirement for students to prepare for class in advance, class time on-line will be shorter. Expect classes to start at 6:30 pm and end by 8:30 pm. 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. Note that while this course will be delivered on-line, the final exam will take place at McMaster University during the last regularly scheduled class.</td>
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<table>
<thead>
<tr>
<th>Instructor</th>
<th>Michael Michalski</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-Mail</td>
<td><a href="mailto:mmichal@mcmaster.ca">mmichal@mcmaster.ca</a></td>
</tr>
<tr>
<td>Office Hours &amp; Location</td>
<td>By appointment</td>
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</table>

## 2. COURSE SPECIFICS

<table>
<thead>
<tr>
<th>Instruction Type</th>
<th>Code</th>
<th>Type</th>
<th>Hours per term</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>C</td>
<td>Final Exam – as per Registrar’s schedule</td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td>L</td>
<td>Laboratory, workshop or fieldwork</td>
<td></td>
</tr>
<tr>
<td></td>
<td>T</td>
<td>Tutorial</td>
<td></td>
</tr>
<tr>
<td></td>
<td>DE</td>
<td>Distance education</td>
<td>39.5</td>
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<tr>
<td></td>
<td></td>
<td><strong>Total Hours</strong></td>
<td><strong>42</strong></td>
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<tr>
<th>Resources</th>
<th>ISBN</th>
<th>Textbook Title &amp; Edition</th>
<th>Author &amp; Publisher</th>
</tr>
</thead>
</table>

ISBN: Available in hardcopy text 1259110168 or eText 1259466841 through the Bookstore.

Other Supplies | Source
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The Instructor will use Blackboard Collaborate software, which will enable the class to meet electronically. **Students must acquire an inexpensive headset (<$10) with microphone to participate fully in this class via distance learning.**

Prerequisite(s) | Registration in BTECH.
Corequisite(s) | N/A
Antirequisite(s) | 3OB3 Human Behaviour in Organizations

Course Specific Policies
This course will be using a range of software. The instructor may also use other software including: e-mail, Avenue, Blackboard Collaborate, etc.

Late Policy for Assignments: 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 reading, research, assignments and preparation for tests and examinations.

Where group work is indicated in the course outline, such collaborative work is mandatory.

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.

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.

Instructor has the right to submit work to software to identify plagiarism.

3. **SUB TOPIC(S)**

<table>
<thead>
<tr>
<th>Pre-Class Work</th>
<th>On-Line Class Work</th>
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<tbody>
<tr>
<td>Week 1</td>
<td></td>
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<tr>
<td>Week 2</td>
<td></td>
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<tr>
<td>Student Independent Study Prior to Class: Review Week #2 Avenue Checklist Text: Workplace Emotions, Attitudes and Stress pgs. 27 - 54</td>
<td>On-line Class: May 10th Powerpoint: Workplace Emotions, Attitudes and Stress</td>
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<tr>
<td>Week 3</td>
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</table>
| Week 4 | Review Week #4 Avenue Checklist  
Text: Team Dynamics pgs. 81 - 109 | On-line Class: May 24th  
Powerpoint: Team Dynamics |
|--------|--------------------------------------|-----------------------------|
| Week 5 | Review Week #5 Avenue Checklist  
Text: Conflict and Negotiation in the Workplace pgs. 111 - 138 | On-line Class: May 31st  
Powerpoint: Understanding and Managing Workplace Conflict |
| Week 6 | Review Week #6 Avenue Checklist  
Text: Leadership in Organizational Settings pgs. 139 - 162 | On-line Class: June 7th  
Powerpoint: Leadership and the Knowledge Worker |
| Week 7 | Review Week #7 Avenue Checklist  
Text: The Legal Environment: Equality and Human Rights Text: pg. 164 - 210 | On-line class: June 14th  
Powerpoint: Legal Issues, Worker Rights and Diversity  
Powerpoint – “Basics of Employment Law”.  
Employment Standards Act  
Human Rights Commission  
Website: [http://www.ohrc.on.ca/en](http://www.ohrc.on.ca/en) |
| Week 8 | Midterm Assignment Due – Midnight June 21st | No on-line class scheduled. |
| Week 9 | Review Week #9 Avenue Checklist  
Text: Recruitment and Selection  
Pgs. 212 – 254 | On-line class: June 28th  
Powerpoint: Selecting the Right Employees |
| Week 10 | Review Week #10 Avenue Checklist  
Text: Collective Bargaining and Labour Relations Pgs. 256 - 300 | On-line class: July 5th  
Powerpoint: Union/Management Relations  
Labour Relations Board  
Website: [http://www.olrb.gov.on.ca/english/homepage.htm](http://www.olrb.gov.on.ca/english/homepage.htm) |
| Week 11 | Review Week #11 Avenue Checklist  
Text: Safe, Secure, and Productive Workplaces Pgs. 301 - 337 | On-line Class: July 12th  
Powerpoint: Health, Safety, Security and Risk Management  
Occupational Health and Safety Act  
| Week 12 | Review Week #12 Avenue Checklist  
Text: Managing Employee Engagement and Performance | On-line Class: July 19th  
Powerpoint: Performance Management and Appraisal |
Week 13
Review Week #13 Avenue Checklist
Text: Training and Strategic Development of People
Pgs. 386-429
On-line Class: July 26th
Powerpoint: Training and Strategic Development of People

Week 14
In Class Final Exam
Tuesday August 2nd

Classes end – Friday August 5, 2016

4. ASSESSMENT OF LEARNING

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Assignment #1 – 15% Due May 31st</td>
<td>30%</td>
</tr>
<tr>
<td>Assignment #2 – 15% Due July 12th</td>
<td></td>
</tr>
<tr>
<td>Midterm Assignment – Due June 21st</td>
<td>20%</td>
</tr>
<tr>
<td>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 2 marks per week. Total score to be determined by best 10 weekly scores.</td>
<td>20%</td>
</tr>
<tr>
<td>Final Exam – August 2nd – Room TBA</td>
<td>30%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
</tr>
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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. POLICIES

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.


Academic Integrity

You are required to exhibit honestly and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act of 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.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various kinds of academic dishonesty please refer to the Academic Integrity Policy, located at: [http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf](http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf).

The following illustrates only three forms of academic dishonesty:
1. Plagiarism. E.g. the submission of work that is not own or for which other credit has been obtained
2. Improper collaboration in group work
3. Copying or using unauthorized aids in tests and examinations.

**Requests for Relief for Missed Academic Term Work (Assignments, Mid-Term, etc.)**

The McMaster Student Absence Form is a self-reporting tool for Undergraduate Students to report absences DUE TO MINOR MEDICAL SITUATIONS that last up to 3 days and provides the ability to request accommodation for any missed academic work. Please note, this tool cannot be used during any final examination period.

You may submit a maximum of 1 Academic Work Missed requests per term. It is YOUR responsibility to follow up with your Instructor immediately (NORMALLY WITHIN TWO WORKING DAYS) regarding the nature of the accommodation.

If you are absent for reasons other than medical reasons, for more than 3 days or exceed 1 request per term you MUST visit your Associate Dean's Office (Faculty Office). You may be required to provide supporting documentation.

This form should be filled out immediately when you are about to return to class after your absence. [http://www.mcmaster.ca/msaf/](http://www.mcmaster.ca/msaf/)

**E-Learning Policy**

Consistent with the Bachelor of Technology’s policy to utilize e-learning as a complement to traditional classroom instruction, students are expected to obtain appropriate passwords and accounts to access Avenue To Learn for this course. Materials will be posted by class for student download. It is expected that students will avail themselves of these materials prior to class. Students should be aware that, when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail account, and program affiliation may become apparent to all other students in the course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure. If you have any questions or concerns about this disclosure please discuss this with the course instructor. Avenue can be accessed via [http://avenue.mcmaster.ca](http://avenue.mcmaster.ca).

**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.

**Turnitin (Optional)**

This course will be using a web-based service (Turnitin.com) to reveal plagiarism. Students submit their assignment/work electronically to Turnitin.com where it is checked against the internet, published works and Turnitin’s database for similar or identical work. If Turnitin finds similar or identical work that has not been properly cited, a report is sent to the instructor showing the student’s work and the original source. The instructor reviews what Turnitin has found and then determines if he/she thinks there is a problem with the work. Students who do not wish to submit their work to Turnitin.com must still submit a copy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, etc.). To see the Turnitin.com Policy, please go to [http://www.mcmaster.ca/academicintegrity/turnitin/students/](http://www.mcmaster.ca/academicintegrity/turnitin/students/)
Protection of Privacy Act (FIPPA)
The Freedom of Information and Protection of Privacy Act (FIPPA) applies to universities. Instructors should take care to protect student names, student numbers, grades and all other personal information at all times. For example, the submission and return of assignments and posting of grades must be done in a manner that ensures confidentiality.
http://www.mcmaster.ca/univsec/fippa/fippa.cfm

Academic Accommodation of Students with Disabilities Policy
Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca. For further information consult McMaster’s policy for Academic Accommodation of Students with Disabilities

Students must forward a copy of the SAS accommodation to the instructor of each course and to the Program Administrator of the B.Tech. Program immediately upon receipt. If a student with a disability chooses NOT to take advantage of a SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. http://sas.mcmaster.ca

Student Code of Conduct
The Student Code of Conduct (SCC) exists to promote the safety and security of all the students in the McMaster community and to encourage respect for others, their property and the laws of the land. McMaster University is a community that values mutual respect for the rights, responsibilities, dignity and well-being of others. The purpose of the Student Code of Conduct is to outline accepted standards of behavior that are harmonious with the goals and the well-being of the University community, and to define the procedures to be followed when students fail to meet the accepted standards of behavior. All students have the responsibility to familiarize themselves with the University regulations and the conduct expected of them while studying at McMaster University.