

## Course Outline

1. COURSE INFORMATION																				
<b>Session Offered</b>	Winter 2017																			
<b>Course Name</b>	Management Principles																			
<b>Course Code</b>	GEN TECH 2MP3																			
<b>Date(s) and Time(s) of lectures</b>	C01: MO: 11:30am-1:20pm WE: 12:30pm-1:20pm  C02: MO: 2:30pm-3:20pm WE: 2:30pm-4:20pm	C03: TU: 9:30am-11:20am WE: 1:30pm-2:20pm  C04: MO: 2:30pm-4:20pm WE: 10:30am-11:20am																		
<b>Program Name</b>	One of the following: Automotive and Vehicle Technology / Biotechnology / Process Automation Technology																			
<b>Calendar Description</b>	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.																			
<b>Instructor(s)</b>	Allan MacKenzie (C01 & C04)	Email: mackenza@mcmaster.ca Phone: 905.525.9140 ext. 20208 Office: ETB/205 Office Hours: By advance appointment only																		
	Hoda Kamel (C02)	Email: kamelh@mcmaster.ca Office: ETB/209 Office Hours: By advance appointment only																		
	Karen Lawrence (C03)	Email: lawrek@mcmaster.ca Office: ETB/204 Office Hours: By advance appointment only																		
2. COURSE SPECIFICS																				
<b>Course Description</b>	<p>In this course you will learn to recognize the characteristics of proper management 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 practices relating to managerial roles, planning, organizational culture, human capital strategies, team building, motivation, organization structure and control, decision-making, leadership, and change.</p> <p>The course employs active learning strategies designed to bring the subject alive in ways that is intended to further the application of organizational management tactics to help you excel as a future engineering technology professional in today's dynamic global organizations.</p>																			
<b>Instruction Type</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;">Code</th> <th style="width: 70%;">Type</th> <th style="width: 20%;">Hours per term</th> </tr> </thead> <tbody> <tr> <td>C</td> <td>Classroom instruction</td> <td style="text-align: center;">39</td> </tr> <tr> <td>L</td> <td>Laboratory, workshop or fieldwork</td> <td></td> </tr> <tr> <td>T</td> <td>Tutorial</td> <td></td> </tr> <tr> <td>DE</td> <td>Distance education</td> <td></td> </tr> <tr> <td colspan="2" style="text-align: right;"><b>Total Hours</b></td> <td style="text-align: center;"><b>39</b></td> </tr> </tbody> </table>	Code	Type	Hours per term	C	Classroom instruction	39	L	Laboratory, workshop or fieldwork		T	Tutorial		DE	Distance education		<b>Total Hours</b>		<b>39</b>	
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<b>Resources</b>	<b>ISBN</b>	<b>Textbook Title &amp; Edition</b>	<b>Author &amp; Publisher</b>
	978-0-1333-5359-4	Fundamentals of Management (7th or 8th Canadian Ed)	Robbins, DeCenzo, Coulter, Anderson (Pearson Education)
	<b>Other Supplies</b>	<b>Source</b>	
	Course Resources	Available on Avenue to Learn (A2L)	
<b>Prerequisite(s)</b>	GEN TECH 2PW3 and registration in Level 2 of Automotive and Vehicle Technology, Biotechnology or Process Automation Technology		
<b>Corequisite(s)</b>	N/A		
<b>Antirequisite(s)</b>	GEN TECH 1OB3 or 3OB3 and GEN TECH 1HR3 or GEN TECH 3MP3		
<b>Course Specific Policies</b>	<p>It is expected that students read the material that is coming under discussion prior to class. Students are expected to attend and actively participate during class sessions offering insight, comment, reinforcement, contrary views, and underscoring examples. All homework assignments submitted for evaluation are completed by word processor software.</p> <p><b>Course Communications:</b></p> <ul style="list-style-type: none"> <li>• It is your responsibility to check Avenue daily – 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>• We only respond to emails from students' McMaster email accounts. 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> <li>• Other than laptops for course related content, no mobile or other devices may be used during class</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><u>however you must get prior approval from the instructor.</u></b></p> <p><b>Weekly On-Line Quizzes:</b> The on-line quizzes will consist of multiple-choice and T/F questions designed to ensure that you are keeping up with your course reading. On-line quizzes will be opened <b><u>Wednesday at 5:00pm and closed Sunday evening at 11:59pm.</u></b> The quizzes are accessed through A2L and there will be a time limit for completion once you start the on-line quiz. The time limit will be 35 minutes for the completion of 25 randomly assigned questions. <b>Highly recommended you study the chapter material in-depth before completing the online quiz.</b></p> <ul style="list-style-type: none"> <li>• <b>Note:</b> There will not be any make-up assignments for missed quizzes <u>whatever the reason.</u></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>Midterm Exam:</b> The midterm will be a common exam written by all sections outside of regular class time on <b>Wednesday, February 15th @ 7:00 – 9:00pm.</b> The midterm exam</p>		

	<p>format will include multiple-choice questions and application-focused short answer questions covering course material from weeks 1 -6.</p> <ul style="list-style-type: none"> <li>• Please note that there <u>are no deferred mid-term examinations</u> in this course. If, for any reason a student misses a mid-term examination, the value of that examination will be applied to the cumulative final examination (<b>i.e. a missed midterm exam will result in the cumulative final examination being weighted at 60% of the final grade</b>).</li> <li>• <u>MSAF is not permissible for weights on evaluations (i.e. midterm) that are greater than or equal to 25%.</u> <b>Any attempt to submit a falsified MSAF for this course for a missed midterm exam constitutes academic dishonesty and charges may be filed with the Office of Academic Integrity.</b></li> </ul> <p><b>Final Exam:</b> The cumulative final exam will be written during the scheduled examination period. The final exam format will include multiple-choice questions, application-focused short answer questions and multiple questions related to case incident specific to the constraints presented in the case.</p> <p><b>Note: Students must achieve a <u>cumulative passing mark on the combined midterm and final exam assessment to pass the course. This means students must achieve an overall passing grade in the course, plus achieve a minimum grade 30/60 from the total of the midterm and final exam assessments.</u></b></p> <p><b>In-Class Active Learning Component:</b> Throughout the term there will be a number of in-class activities. Each activity will address topics and outcomes listed within the course outline and will require work to be performed within the class setting. These 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.</p> <ul style="list-style-type: none"> <li>• You must be in the <u>proper section for which you are registered and present during the entire class</u> in which the activity is assigned for it to be graded by the instructor.</li> <li>• 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).</li> <li>• 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.</li> </ul>
<p><b>Departmental Policies</b></p>	<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 4 - 8	<p><b>Introduction to Management and the Evolution of Management Perspectives</b></p> <ul style="list-style-type: none"> <li>• Types of Managers</li> <li>• P-O-L-C Framework</li> <li>• What Managers Do</li> <li>• Efficiency and Effectiveness</li> <li>• Evolution of Management Perspectives</li> </ul>	<p><b>Course Resources:</b> Text: Read CH01 A2L: Supplemental materials</p> <ul style="list-style-type: none"> <li>• Management Evolution</li> </ul>
Week 2: Jan 9 - 15	<p><b>Managing Teams &amp; Conflict</b></p> <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>	<p><b>Course Resources:</b> Text: Read CH10</p>
Week 3: Jan 16 - 22	<p><b>Motivating Employees</b></p> <ul style="list-style-type: none"> <li>• Content Perspectives</li> <li>• Process Perspectives</li> </ul>	<p><b>Course Resources:</b> Text: Read CH09</p> <p><b>Q1: Online A2L Textbook-CH10</b> Opens: We-Jan 18 @ 5:00pm Closes: Su-Jan 22 @ 11:59pm</p>
Week 4: Jan 23 - 29	<p><b>Motivating Employees (cont.)</b></p> <ul style="list-style-type: none"> <li>• Job design for motivation</li> <li>• Innovative perspectives of motivation</li> </ul>	<p><b>Course Resources:</b> Text: Read CH04</p> <p><b>Q2: Online A2L Textbook-CH09</b> Opens: We-Jan 25 @ 5:00pm Closes: Su-Jan 29 @ 11:59pm</p>
Week 5: Jan 30 –Feb 5	<p><b>Managerial Decision Making</b></p> <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>	<p><b>Course Resources:</b> A2L: Supplemental materials</p> <ul style="list-style-type: none"> <li>• Sub-Unit Contingences</li> </ul> <p><b>Q3: Online A2L Textbook-CH04</b> Opens: We-Feb 01 @ 5:00pm Closes: Su-Feb 05 @ 11:59pm</p>
Week 6: Feb 6 - 12	<p><b>Managerial Power &amp; Influence</b></p> <ul style="list-style-type: none"> <li>• Sources of power</li> <li>• Contingencies of power</li> <li>• Influence Tactics</li> </ul> <p><b>Midterm Review</b></p>	<p><b>Course Resources:</b> Text: Read CH05</p> <p><b>Q4: Online A2L Textbook-CH05</b> Opens: We-Feb 08 @ 5:00pm Closes: Su-Feb 12 @ 11:59pm</p>

<p>Week 7: Feb 13 - 19</p>	<p><b>EVENING MIDTERM FOR ALL SECTIONS</b>  <b>(Note: All GenTech 2MP3 class sections cancelled this week to focus on midterms)</b></p> <p><b>Organizational Culture</b>  <i>(Flipped Classroom and Self-Study Module for course sections C01, C03, C04)</i></p> <ul style="list-style-type: none"> <li>• Types of organization cultures</li> <li>• Creating and maintaining high-performance culture</li> </ul>	<p><b>Midterm Exam:</b>  <b>WED ,FEB 15 @ 7:00-9:00pm</b>  <b>LOCATION: TBA</b></p>
<p><b><i>Mid-Term Recess Week (Monday, February 20 to Sunday, February 26)</i></b></p>		
<p>Week 8: Feb 27-Mar 5</p>	<p><b>Organizational Structure &amp; Design</b></p> <ul style="list-style-type: none"> <li>• Factors shaping structure</li> <li>• Designing adaptive organizations</li> </ul> <p><b>Leading People in Organizations</b></p> <ul style="list-style-type: none"> <li>• Impact of followership</li> </ul>	<p><b>Course Resources:</b>  Text: Read CH08  <b>Q5: Online A2L Textbook-CH08</b>  Opens: We-Mar 01 @ 5:00pm  Closes: Su-Mar 05 @ 11:59pm</p>
<p>Week 9: Mar 6 - 12</p>	<p><b>Leading People in Organizations (Cont.)</b></p> <ul style="list-style-type: none"> <li>• Early Approaches</li> <li>• Contingency approaches</li> <li>• Impact of followership</li> </ul>	<p><b>Course Resources:</b>  Text: Read CH11  <b>Q6: Online A2L Textbook-CH11</b>  Opens: We-Mar 08 @ 5:00pm  Closes: Su-Mar 12 @ 11:59pm</p>
<p>Week 10: Mar 13 - 19</p>	<p><b>Foundations of Managerial Control</b></p> <ul style="list-style-type: none"> <li>• Philosophies of control</li> </ul> <p><b>Organizational Change</b></p> <ul style="list-style-type: none"> <li>• Strategies for implementing change</li> <li>• Techniques for encouraging individual &amp; organizational change</li> </ul>	<p><b>Course Resources:</b>  Text: Read CH12  <b>Q7: Online A2L Textbook-CH12</b>  Opens: We-Mar 15 @ 5:00pm  Closes: Su-Mar 19 @ 11:59pm</p>
<p>Week 11: Mar 20 - 26</p>	<p><b>Managing Human Resources</b></p> <ul style="list-style-type: none"> <li>• Role of HRM in driving organizational performance</li> <li>• HRM Legal Environment</li> </ul>	<p><b>Course Resources:</b>  Text: Read CH07  A2L: Supplemental materials</p> <ul style="list-style-type: none"> <li>• Reasonable Accommodation</li> </ul> <p><b>Q8: Online A2L Textbook-CH07</b>  Opens: We-Mar 22 @ 5:00pm  Closes: Su-Mar 26 @ 11:59pm</p>
<p>Week 12: Mar 27-Apr 2</p>	<p><b>Maintaining an Effective Workforce</b></p> <ul style="list-style-type: none"> <li>• Talent acquisition</li> </ul>	<p><b>Course Resources:</b>  A2L: Supplemental materials</p> <ul style="list-style-type: none"> <li>• Job Analysis Methods</li> </ul>
<p>Week 13: Apr 3 - 6</p>	<p><b>Maintaining an Effective Workforce</b></p> <ul style="list-style-type: none"> <li>• Employee relations</li> <li>• Performance management</li> </ul> <p><b>Final Exam Review</b></p>	<p><b>Course Resources:</b>  A2L: Supplemental materials</p> <ul style="list-style-type: none"> <li>• Performance Management</li> </ul>

Classes end – Thursday, April 6, 2017

Final examination period: Tuesday, April 11 to Thursday, April 27, 2017

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>
Midterm Exam: Feb. 15 @ 7:00-9:00pm	25%
Weekly On-line Quizzes (8 total throughout term) <i>(Released on Wed at 5:00pm and close on the ensuing Sun at 11:59pm)</i>	25%
Active Learning <i>(Randomly assigned in-class activities, exercises, reflection reports, etc.)</i>	15%
Final Examination (cumulative)	35%
<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. Identify the stages and practices of high performance teams.
3. Compare and contrast the barriers to effective managerial decision making.
4. Distinguish the relationship between organizational structure, culture and managerial controls needed for designing and managing adaptive organizations.
5. Assess the nature of motivation and the application of various motivational techniques.
6. Analyze the drivers of workplace change and the tools, techniques and frameworks required for success organizational change management.
7. Identify and assess various integrated human capital management practices which are central to achieving organizational and departmental objectives.

#### **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.

[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 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 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.

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>.

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-Terms, etc.)

The McMaster Student Absence Form is an on-line self-reporting tool for **Undergraduate Students** to report absences for:

- 1) Relief for missed academic work worth less than 25% of the final grade resulting from medical or personal situations lasting up to three calendar days:
  - Students may submit a maximum of one academic work missed request per term. It is the responsibility of the student to follow up with instructors immediately (within the 3 day period that is specified in the MSAF) regarding the nature of the accommodation. All work due in that time period however can be covered by one MSAF.
  - MSAF cannot be used to meet religious obligation or celebration of an important religious holiday, for that has already been completed or attempted or to apply for relief for any final examination or its equivalent.
- 2) For medical or personal situations lasting more than three calendar days, and/or for missed academic work worth 25% or more of the final grade, and/or for any request for relief in a term where the MSAF has not been used previously in that term:
  - Students must visit their Associate Dean's Office (Faculty Office) and provide supporting documentation.

### 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>.

### 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/>

### **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](mailto:sas@mcmaster.ca). For further information consult McMaster's policy for Academic Accommodation of Students with Disabilities <http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf>

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 which 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. <http://www.mcmaster.ca/policy/Students-AcademicStudies/StudentCode.pdf>