

Course Outline

1. COURSE INFORMATION

Session Offered	Winter 20201 (Virtual Blended Delivery)	
Course Name	Management Principles	
Course Code	GENTECH 2MP3	
Date(s) and Time(s) of lectures	C01: MO: 12:30pm-1:20pm / WE: 9:30am-11:20am (Virtual Blended Delivery) C02: MO: 2:30pm-4:20pm / WE: 1:30pm-2:20pm (Virtual Blended Delivery) C03: MO: 9:30am-11:20am / WE: 11:30am-12:20pm (Virtual Blended Delivery) C04: TU: 11:30am-12:20pm / TH: 12:30pm-2:20pm (Virtual Blended Delivery)	
Program Name	One of the following: Automation Engineering Technology / Automotive and Vehicle Engineering Technology / Biotechnology	
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)	Allan MacKenzie, C.Mgr.	E-Mail: mackenza@mcmaster.ca Office: Remote Office Office Hours: By advance appointment only
Teaching Assistant(s)	Razanne Habash	Email: habashr@mcmaster.ca
	Krystina Mair	Email: mairk1@mcmaster.ca

2. COURSE SPECIFICS

Course Description	<p>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.</p> <p>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 professionals in today's dynamic global organizations.</p>		
Instruction Type	Code	Type	Hours per term
	C	Classroom instruction	
	L	Laboratory, workshop or fieldwork	
	T	Tutorial	
	DE	Distance education	39
	Total Hours		39
Resources	ISBN	Textbook Title & Edition	Author & Publisher
	e-Textbook (free) e-Textbook (free)	Principles of Management Organizational Behaviour	OpenStax Publishing OpenStax Publishing

	Other Supplies	Source
	<p>Download E-books:</p> <p>Video Tutorials:</p> <p>HBS Simulations:</p> <p>Other Supplies:</p>	<p>Principles of Management (primary text) https://openstax.org/details/books/principles-management</p> <p>Organizational Behaviour https://openstax.org/details/books/organizational-behavior</p> <p>There will be three (3) video tutorials assigned from the McMaster University LinkedIn Learning enterprise site throughout the course. Training platform access link: https://www.mcmaster.ca/uts/linkedinlearning/</p> <p>All students will be required to complete three (3) online management simulations throughout the semester. There is no fee for the students, and login information will be provided when each simulation is released.</p> <p>Curated learning videos, notes, slides and other supplemental materials will be provided via electronic data files on the A2L course site.</p>
Prerequisite(s)	GENTECH 2HR3 and registration in Level II Automation Engineering Technology, Automotive and Vehicle Engineering Technology, or Biotechnology	
Corequisite(s)	N/A	
Antirequisite(s)	GENTECH 1HR3, 1OB3, 3MP3, 3OB3, 4T03	
Departmental Policies	<ul style="list-style-type: none"> • 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 virtual classroom 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. • The instructor has the right to submit work to software to identify plagiarism. 	
Course Specific Policies	<p>Course Communications:</p> <ul style="list-style-type: none"> • 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. • 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. 	

- Other than laptops/tablets for remote lectures/meetings, I WOULD RECOMMEND NOT HAVING YOUR MOBILE AT YOUR REMOTE WORK STATION.

Switching Learning Group Meetings:

You are required to attend your assigned learning group meetings on the days/times for the section in which you are registered.

Online Topic Quizzes: Worth 25%

The online quizzes will consist of multiple-choice and T/F questions 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 50 minutes for the completion of 25 randomly assigned questions. **I highly recommended you review all the topic material in-depth before completing the online quiz.**

- There are a total of six (6) quizzes starting at the end of week 3
- **Note:** There will not be any make-up for missed quizzes, whatever the reason, as each quiz is open for several days.
- **Any collaboration, posting or sharing of online quiz questions or answers with other students will constitute academic dishonesty.**

Video Tutorials Reflection Assignments (Individual): Worth 25%

There will be three (3) video tutorials ranging from 30 – 50 minutes assigned as homework from the McMaster University LinkedIn Learning enterprise site throughout the course requiring completion using a specific reflection note-taking framework. All student reflection reports must be an individual effort and using the student's own words. All reports will be submitted to software to identify plagiarism and comply with the university's academic integrity policy.

The video tutorial links will be listed in the assignment function on the A2L course site.

- VT1: Being an Effective Team Member (5%)-**Due: Sun, Jan 24 @ 11:59pm**
- VT2: Giving & Receiving Feedback (10%)-**Due: Sun, Feb 7 @ 11:59pm**
- VT3: Management Foundations (10%)-**Due: Sun, Feb 28 @ 11:59pm**

Active Learning & Learning Group Meetings: Worth 20%

1on1 Learning Group Meetings (weighted @ 40% of the 20%)

- There will be five (5) scheduled instructor-student learning group 1on1 meetings held over the Zoom platform throughout the term.
- During the meetings, the instructor and group members will discuss and debrief the previously completed active learning exercises and review course materials.
- There will be material the learning group members must complete and submit before your scheduled meeting.

	<p><i>Simulation Reflection Assignments (weighted @ 60% of the 20%)</i> Have to complete three (3) Simulation Reflection Assignments that integrated the course material with your simulation outcomes and learning group debrief discussion points.</p> <ul style="list-style-type: none"> • SIM 1: Reflection Assignment (Mon, Mar 1 @ 11:59pm) • SIM 2: Reflection Assignment (Mon, Mar 29 @ 11:59pm) • SIM 3: Reflection Assignment (Mon, Apr 12 @ 11:59pm) <p>Final Exam: Worth 30% The cumulative final exam will be written online during the scheduled examination period. The final exam format will include application-focused scenario short answer type questions.</p> <p>Note: Students must achieve a <u>passing mark</u> 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.</p>
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3. SUB TOPIC(S)		
Week 1: Jan-11	M1: Managerial Landscape Course Overview 1.1: Intro to Management 1.2: Management Evolution	
Week 2: Jan-18	M2: Individual Perspective 2.1: Motivation Fundamentals 2.2: Motivation: Content Models	Submit: Learning Group Profile Due: Thu, Jan 21 @11:59pm Submit: Learning Group Charter Due: Sat, Jan 23 @11:59pm VT1: Being an Effective Team Members (5%) Due: Sun, Jan 24 @ 11:59pm
Week 3: Jan-25	M2 Individual Perspective 2.3: Motivation: Process Models 2.4: Motivation: Applied Tactics	Q1 (Motivation): Open Jan 28-Close Jan 31
Week 4: Feb-01	M3: Group Perspective 3.1: Managerial Communication & Conflict	VT2: Giving & Receiving Feedback (48m) Due: Sun, Feb 7 @ 11:59pm
Week 5: Feb-08	M3: Group Perspective 3.2: Managerial Decision Making	Q2 (Decision-Making): Open Feb 11-Close Feb 14
MIDTERM RECESS: Monday, Feb 15 to Sunday, Feb 21 (No Virtual Classes or Meetings)		
Week 6: Feb-22	M3: Group Perspective 3.3: Managerial Power & Influence	VT3: Management Foundations (46m) Due: Sun, Feb 28 @ 11:59pm
Week 7: Mar-01	M3: Group Perspective 3.4: Team Dynamics	Q3 (Teams): Open Mar 4-Close Mar 7 SIM 1: Reflection Assign (Mon, Mar 1 @ 11:59pm)
Week 8: Mar-08	M3: Group Perspective 3.5: Impact of Followership	

Week 9: Mar-15	M3: Group Perspective 3.6: Impact of Leadership	Q4 (Leadership): Open Mar 18-Close Mar 21
Week 10: Mar-22	M4: Organizational Perspective 4.1: Organizational Culture	
Week 11: Mar-29	M4: Organizational Perspective 4.2: Organizational Change	Q5 (Org. Change): Open Apr 1-Close Apr 4 SIM 2: Reflection Assign (Mon, Mar 29 @11:59pm)
Week 12: Apr-05	M4: Organizational Perspective 4.3: Organizational Controls	Q6 (Org. Control): Open Apr 8-Close Apr 11
Week 13: Apr-12	Final Exam Preparation	SIM 3: Reflection Assign (Mon, Apr 12 @ 11:59pm)

Classes end: Wednesday, April 14, 2021

Final examination period: Thursday, April 15 to Friday, April 30, 2021

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 an explanation and the opportunity to comment on changes.

4. ASSESSMENT OF LEARNING *including dates*	Weight
Six Online Topic Quizzes (Scheduled throughout the term) (<i>Individual</i>) • (<i>Released on Wed at 5:00 pm and close on the ensuing Sun at 11:59 pm</i>)	25%
Video Tutorials Written Reflection Reports (<i>Individual</i>) • VT1: Being an Effective Team Member (5%)- Due: Sun, Jan 24 @ 11:59pm • VT2: Giving & Receiving Feedback (10%)- Due: Sun, Feb 7 @ 11:59pm • VT3: Management Foundations (10%)- Due: Sun, Feb 28 @ 11:59pm	25%
Active Learning & Learning Group Meetings: (<i>Individual & Group</i>) Includes Learning Group Meeting Ex., Simulation Reflection Reports, Learning Group Profile & Charter)	20%
Comprehensive Online Final Examination (TBA – Dec 10 - 23, 2020)	30%
TOTAL	100%

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

5. LEARNING OUTCOMES

- Analyze and differentiate leadership/management styles, characteristics, and attributes to identify the critical success factors for "best-in-class" organizational managers.
- Assess the nature of motivation and the application of various motivational techniques.
- Compare and contrast the barriers to effective managerial decision making.
- Explain how interpersonal communication and conflict are vital to managing effectively
- Identify the stages and practices of high-performance teams.
- Distinguish the relationship between organizational culture and managerial controls needed for designing and managing adaptive organizations.
- 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%20Harassment%20Sexual%20Harassment-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

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.