

## Course Outline

### 1. COURSE INFORMATION

<b>Session Offered</b>	Fall 2019 – On-line	
<b>Course Name</b>	Management Principles	
<b>Course Code</b>	GEN TECH 3MP3	
<b>Date(s) and Time(s) of lectures</b>	Tuesdays 6:30 – 9:30 pm	
<b>Program Name</b>	Civil Engineering Infrastructure Technology / Software Engineering Technology / Energy Engineering Technologies / Manufacturing Engineering 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>	Michael Michalski	E-Mail: <a href="mailto:mmichal@mcmaster.ca">mmichal@mcmaster.ca</a> Office Hours & Location: By appointment

### 2. COURSE SPECIFICS

<b>Course Description</b>			
<b>Instruction Type</b>	<b>Code</b>	<b>Type</b>	<b>Hours per term</b>
	C	Classroom instruction	
	L	Laboratory, workshop or fieldwork	
	T	Tutorial	
	DE	Distance education	42
		<b>Total Hours</b>	42
<b>Resources</b>	<b>ISBN</b>	<b>Textbook Title &amp; Edition</b>	<b>Author &amp; Publisher</b>
	Textbook Title: <u>Management Principles</u> – 2018 - Custom Courseware – Michael Michalski		
	ISBN: Newest version (2018) of the textbook available in hardcopy text <b>1260181987</b> or eText <b>1307328156</b> through the Bookstore.		
	<b>Other Supplies</b>	<b>Source</b>	
The Instructor will use Webex software during the semester, which will enable the class to meet electronically. <b><u>Students must acquire the capability of having a microphone so as to fully participate in this class via on-line learning.</u></b>			
<b>Prerequisite(s)</b>	Registration in BTECH.		
<b>Corequisite(s)</b>	N/A		
<b>Antirequisite(s)</b>	GEN TECH 3OB3, 1HR3		
<b>Course Specific Policies</b>	This course will be using a range of software. The instructor will also use other software including: e-mail, Avenue, Webex, etc.  Late Policy for Assignments: 1 day late 10% deduction; 2 <sup>nd</sup> day late a further 10% deduction; 3 <sup>rd</sup> day late - assignment is graded as a zero.		

<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>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.</p> <p>Instructor has the right to submit work to software to identify plagiarism.</p>
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**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 either the in-class or 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 <u>Prior to Class</u> :	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: September 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: September 10th  Powerpoint: Workplace Emotions, Attitudes and Stress
Week 3	Review Week #3 Avenue Checklist	On-line Class: September 17th

	Text: Applied Performance Practices pgs. 56 - 92	Powerpoint: Motivating the “Knowledge Worker”
Week 4	Review Week #4 Avenue Checklist Text: Team Dynamics pgs. 93 - 123	On-line Class: September 24th  Powerpoint: Team Dynamics
Week 5	Review Week #5 Avenue Checklist Text: Conflict and Negotiation in the Workplace pgs. 125 - 154	On-line Class: October 1st  Powerpoint: Understanding and Managing Workplace Conflict
Week 6	Review Week #6 Avenue Checklist Text: Leadership in Organizational Settings pgs. 155 - 181	On-line Class: October 8th  Powerpoint: Leadership and the Knowledge Worker
<b>Fall Study Break Week – October 12 – 20 – No Classes</b>		
Week 7	<b>Midterm Exam in-Class: Tuesday October 22nd 6:30 – 8:30 pm Location: TBA</b>	
Week 8	Review Week #8 Avenue Checklist Text: The Legal Environment: Equality and Human Rights Text: pg. 183 - 231	On-line Class: October 29th  Powerpoint: Legal Issues, Worker Rights and Diversity Powerpoint – “Basics of Employment Law”. Employment Standards Act Website: <a href="http://www.labour.gov.on.ca/english/es/">http://www.labour.gov.on.ca/english/es/</a> Human Rights Commission Website: <a href="http://www.ohrc.on.ca/en">http://www.ohrc.on.ca/en</a>
Week 9	Review Week #9 Avenue Checklist Text: Recruitment and Selection Pgs. 233 – 279	On-line class: November 5 <sup>th</sup>  Powerpoint: Selecting the Right Employees
Week 10	Review Week #10 Avenue Checklist Text: Collective Bargaining and Labour Relations Pgs. 281 - 329	On-line Class: November 12 <sup>th</sup>  Powerpoint: Union/Management Relations Labour Relations Board Website: <a href="http://www.olrb.gov.on.ca/english/homepage.htm">http://www.olrb.gov.on.ca/english/homepage.htm</a>
Week 11	Review Week #11 Avenue Checklist Text: Safe, Secure, and Productive Workplaces Pgs. 331 - 366	On-line Class: November 19 <sup>th</sup>  Powerpoint: Health, Safety, Security and Risk Management Occupational Health and Safety Act Website: <a href="http://www.labour.gov.on.ca/english/hs/pubs/ohsa/">http://www.labour.gov.on.ca/english/hs/pubs/ohsa/</a>
Week 12	Review Week #12 Avenue Checklist	On-line Class: November 26 <sup>th</sup>

	Text: Managing Employee Engagement and Performance Pgs. 367 – 427	Powerpoint: Performance Management and Appraisal
Week 13	Review Week #13 Avenue Checklist Text: Training and Strategic Development of People Pgs. 429 - 488	On-line Class: December 3rd  Powerpoint: Training and Strategic Development of People
Week 14	Final Exam – TBA - 2.5 Hours – Location: TBA	

<b>4. ASSESSMENT OF LEARNING</b>		<b>Weight</b>
Individual Article Assignment #1 – 15% Due October 1st		30%
Group Case Scenario Assignment #2 – 15% Due November 26th		
Midterm Exam (2 Hours) – Tuesday October 22 <sup>nd</sup> - On Campus Location: TBA		20%
Independent Course Work – Videos, articles, quizzes, discussion questions for each week to be done <u>before</u> 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.		20%
Comprehensive Final Exam (2.5 Hours) – Date: TBA – On Campus Location		30%
	<b>TOTAL</b>	<b>100%</b>

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

<b>5. LEARNING OUTCOMES</b>
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.

<b>6. POLICIES</b>
<b>Anti-Discrimination</b>
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. <a href="http://www.mcmaster.ca/policy/General/HR/Discrimination_Harassment_Sexual_Harassment-Prevention&amp;Response.pdf">http://www.mcmaster.ca/policy/General/HR/Discrimination_Harassment_Sexual_Harassment-Prevention&amp;Response.pdf</a>

<b>Academic Integrity</b>
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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://studentconduct.mcmaster.ca/student\\_code\\_of\\_conduct.html](http://studentconduct.mcmaster.ca/student_code_of_conduct.html)