

Course Outline

1. COURSE INFORMATION

Session Offered	Fall 2023	
Course Name	Management Principles	
Course Code	GENTECH 2MP3	
Date(s) and Time(s) of lectures	C01: Tuesday 10:30 am -12:20 pm; Friday 11:30 am - 12:20 pm (Nicole Vincic) C02: Tuesday 10:30 am-12:20 pm; Friday 11:30 am - 12:20 pm (Hoda Kamel) C03: Wednesday 12:30 pm - 1:20 pm; Friday 1:30 pm - 3:20 pm (Nicole Vincic) C05: Wednesday 4:30-6:20, Friday 3:30-4:20 (Rana Aljallal)	
Program Name	One of the following: Automotive and Vehicle Technology / Biotechnology / Process Automation Technology	
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)	Hoda Kamel Nicole Vincic Rana Aljallal	E-Mail: kamelh@mcmaster.ca , Office hrs by advance Appt E-Mail: vicninc@mcmaster.ca , Office hrs by advance Appt E-Mail: aljallar@mcmaster.ca , Office hrs by advance Appt
Teaching Assistants	Haider Khan Severin Hidajat Lucas Rajotte Ryan Vandenheuvel	khanh112@mcmaster.ca (TA C01) hidajats@mcmaster.ca (TA C02) rajottel@mcmaster.ca (TA C03) vander16@mcmaster.ca (TA C05)

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 professional in today's dynamic global organizations.</p>		
Instruction Type	Code	Type	Hours per term
	C	Classroom instruction	39
	L	Laboratory, workshop or fieldwork	
	T	Tutorial	
	DE	Distance education	
	Total Hours		39
Resources	ISBN	Textbook Title & Edition	Author & Publisher

REQUIRED & MANDATORY	CONNECT ISBN: 9781264940370	Essentials Of Contemporary Management, 7th Canadian Edition	Gareth Jones, Jennifer George and Jane Haddad McGraw Hill
	Note: "Inclusive Access" is being used for this course. This means that you will receive the required course textbook in a digital format on the first day of class. You will be able to access the materials through Avenue to Learn and the cost will be charged to your student account.		
	Other Supplies	Source	
	Course Resources	Available on Avenue to Learn (A2L)	
Prerequisite(s)	GENTECH 1PC3 and 1BZ3 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		
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. <p>Switching Classes: 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 – <u>however you must get prior approval from the instructor.</u></p> <p>On-Line Quizzes (20%): The on-line quizzes will consist of multiple-choice questions designed to ensure that you are keeping up with your course reading. On-line quizzes will be opened Thursday at 12:00 pm and closed Monday evening at 11:59pm. There will be a time limit for completion once you start the on-line quiz.</p> <p>The time limit will be 30 minutes for the completion of 25 randomly assigned questions. Highly recommended you study the chapter material in-depth before completing the online quiz.</p> <ul style="list-style-type: none"> • Note: There will not be any make-up for missed quizzes <u>whatever the reason.</u> • The lowest quiz grade will be dropped from the final calculation. The purpose of dropping the lowest grade is to take into account the fact that you may forget to complete a quiz or have difficulties completing the quiz for one reason or 		

another. **In fairness to all students, your Instructor will not re-open any quizzes.**

- **Any collaboration, posting or sharing of online quiz questions or answers with other students will constitute academic dishonesty.**

Active Learning Component: (25%)

Throughout the term there will be several active learning activities, some will be held in-class and in-person and others will be assigned online. Each activity will address topics and outcomes listed within the course outline and will require work to be performed within or outside the classroom. Specific instructions will be provided by your Instructor.

These activities may take the form of SMARTbook readings, reflection reports, critical thinking questions, mini-cases, 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.

- You must be in the proper section for which you are registered and present during the entire class in which the activity is assigned for it to be graded by the Instructor.
- 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).
- Exercises/activities will be graded based on completion, accuracy, and level of thoroughness.

Weekly activities, assignments and due dates are outlined in detail in our course on Avenue.

It is the student's responsibility to make note of all due dates and to ensure work is submitted on time. No extensions will be granted.

Team Project: (25%)

Students will work in a team comprised of 5 students to complete an Informational Interview project that will be submitted in 2 parts.

The purpose of the group assignment is for students to gain an understanding of management principles and theories within the context of an actual organization. Students will learn about the skills required to become a manager and the skills required to carry out management duties. Through an informational interview, students will collect information about the management principles and practices applied within the organization. As a team, students will be expected analyze these principles and practices by applying course content and theory.

The project will be completed in stages and there are multiple due dates leading to the Final Report submission.

	<p>This project has restricted eligibility for MSAF. Students who use MSAF for any component of this assignment due to illness, etc. may be granted a 3-day extension for that component, but all students will be required to submit all parts of the project.</p> <p>You cannot make a change to your group status after the first part of the project is due to be completed.</p> <p>All students in the group will receive the same grade, unless there are significant extenuating circumstances, in which case the instructor will have discretion to adjust individual grades.</p> <p>Final Exam: (30%) The cumulative final exam will be written during the scheduled examination period. The final exam format will include both multiple choice and application-focused scenario short answer type questions.</p>	
<p>Departmental Policies</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>	
<p>3. SUB TOPIC(S)</p>		
<p>Week 1 – Sep 5</p>	<p>Introduction to GENTECH 2MP3</p> <p>Managers and Managing</p> <ul style="list-style-type: none"> • What is Management? • What do Managers Do? • What are values? What are the components of attitudes? • Personality and the factors that shape it • MBTI and Big Five Personality Model (S&W) • Values and norms in organizational culture 	<p>Chapter 1 Active Learning</p>

Week 2 – Sep 11	Managing the Organizational Environment <ul style="list-style-type: none"> • Understanding internal and external environment • Understanding the Global Environment • Managing the External and Global Environments 	Chapter 2 True Colors Active Learning Join a group on A2L (watch video and join a team) Quiz #1
Week 3 – Sep 18	Managing Motivation <ul style="list-style-type: none"> • Describe the nature of motivation • Early theories & contemporary theories of motivation • Job design and total reward strategy for motivation 	Chapter 8 Active Learning TEAM BIO & Charter Due Monday Sep 25th
Week 4 – Sep 25	Managing Leadership <ul style="list-style-type: none"> • What is Leadership? • Impact of followership • Early models of leadership • Contingency models of leadership Power & Influence <ul style="list-style-type: none"> • What is Power? • Contrasting Leadership & Power • Bases of Power 	Chapter 9 Active Learning Quiz #2
Week 5 – Oct 2	Managing Teams <ul style="list-style-type: none"> • Stages of team development • Types and team characteristics • How to make teams effective • Managing team conflicts • Improving team decision-making 	Chapter 10 Active Learning Quiz #3 Project Part A Due: Monday Oct. 16th
Mid-Term Recess Week (Monday, Oct 9 to Sunday, Oct 15)		
Week 6 – Oct 16	Managing Decision Making & Ethics <ul style="list-style-type: none"> • Types of decisions & problems • Decision-making models • Biases in decision making • Ethics in decision making 	Chapter 3 Active Learning
Week 7 – Oct 23	Managing Planning and Strategy <ul style="list-style-type: none"> • Planning and the need for it • Setting goals and developing strategy then implementing and evaluating it 	Chapter 4 Active Learning Quiz #4

Week 8 – Oct 30	<p>Managing Organizational Structure</p> <ul style="list-style-type: none"> • Factors shaping structure • Designing adaptive organizations • Allocating authority and decision-making responsibilities 	Chapter 5 Active Learning
Week 9 – Nov 6	<p>Project Checkpoint week</p> <ul style="list-style-type: none"> • Discuss Reflections for this project • Instructor/Team Meetings 	Submit complete Project by end of the week. Project Part B Due: Monday Nov. 13
Week 10 – Nov 13	<p>Managing Information & Communication</p> <ul style="list-style-type: none"> • Effective Communication • Technology & managerial communication • What communication issues do managers face today? <p>Managing Human Resources</p> <ul style="list-style-type: none"> • Legal framework • DEI • The components of HRM 	Chapters 6 & 7 Active Learning Quiz #5
Week 11 – Nov 20	<p>Managing Control and Operations</p> <ul style="list-style-type: none"> • What is organizational control? • Operations management and control systems • Behavioral control 	Chapter 11 Active Learning
Week 12 – Nov 27	<p>Managing Change</p> <ul style="list-style-type: none"> • What is change and how do managers deal with it? • Organizational change and culture • Encouraging innovation and entrepreneurship in organizations <p>Course Wrap-up & Final Exam review</p>	Chapter 12 Active Learning Quiz #6

Classes end: Wednesday, December 6th

Final Examination Period: Friday, Dec 8th

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.

4. ASSESSMENT OF LEARNING	Weight
Team Project (Part A & Part B)	25%
Quizzes	20%
In-Class Weekly Activities	25%
Final examination (tests cumulative knowledge)	30%
TOTAL	100%

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. Assess the nature of motivation and the application of various motivational techniques.
3. Compare and contrast the barriers to effective managerial decision making.
4. Explain how interpersonal communication and conflict are vital to managing effectively.
5. Identify the stages and practices of high-performance teams.
6. Distinguish the relationship between organizational culture and managerial controls needed for designing and managing adaptive organizations.
7. 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

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.

AUTHENTICITY / PLAGIARISM DETECTION/AI GUIDELINES

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.

The Use of Generative AI Guidelines:

Students may use generative AI for [editing/translating/outlining/brainstorming] their work throughout the course so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside the stated use of [editing/translating/outlining/brainstorming] without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the limitations for use and to be clear on the expectations for citation and reference and to do so appropriately.

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.

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

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.