

**MBA B717**  
**Management Development**  
**Spring/Summer 2024 Course Outline**

**Human Resources and Management Area**  
**DeGroote School of Business**  
**McMaster University**

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***COURSE OBJECTIVE***

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The objective of this course is to move students beyond the theories of contemporary management principles to the practice of management skills in a highly participatory classroom environment

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***INSTRUCTOR AND CONTACT INFORMATION***

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**B717 section C01: Wednesday, 7:00pm-10:00pm**

Class Location: RJC 236

**Blair Pollard – Instructor**

**Sophia Koutsikaloudis - Teaching Assistant**

bpollar@mcmaster.ca

koutsis@mcmaster.ca

Tel: (905) 309-0401

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***COURSE ELEMENTS***

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Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
Avenue: Yes	Ethics: Yes	Numeracy: Yes	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: No	Final Exam: Yes	Guest speaker(s): No

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## ***COURSE DESCRIPTION***

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This highly participative and interactive course highlights the importance of management skills in the contemporary workplace. Using a combination of readings, lectures, classroom discussions and exercises, individual and group assignments, and self-assessments, the course will emphasize skills acquisition as well as a thorough understanding of the theory behind management principles.

The course will follow a skills-based educational approach, which emphasizes not only helping students to think differently by helping them to understand the theory behind management skills, but to act differently by practicing those skills in the classroom environment. Classroom exercises are designed to help students apply management skills in a way that reinforces learning, changes behaviour, and is transferable to the workplace.

The early part of the course will focus on defining management skills and clarifying their importance in the workplace. Early work will also address self-awareness and the assessment of core management skills such as communication and providing effective feedback. As the course progresses students will explore more advanced management skills such as conflict resolution, empowerment, and working with teams.

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## ***LEARNING OUTCOMES***

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Upon successful completion of this course, students will be able to:

- Differentiate where appropriate between management and leadership skills, and the critical interrelationships between these two sets of skills.
- Understand how the effective practice of management skills enhances not only their personal effectiveness as a manager, but contributes to the overall effectiveness of the organizations of which they are a part.
- Demonstrate improvement in the management skills that are part of the curriculum.
- Appreciate the relationship between self-management and the management of other individuals and groups.

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## ***REQUIRED COURSE MATERIALS AND READINGS***

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Avenue registration for course content.

<http://avenue.mcmaster.ca>

Whetton, D.A. and Cameron, K.S., Developing Management Skills, 10th Edition,

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## ***EVALUATION***

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Evaluation will be based on a combination of individual work and group work.

### ***Components and Weights***

Exam #1	(individual)	20%
Exam #2	(individual)	20%
Mini-Presentation	(group)	20%
Exercises	(individual)	
	#1 River Woods Plant Mgr (10%)	
	#2 Minding the Store (10%)	20%
Participation	(individual)	
	Attendance (10%)	
	Engagement (10%)	20%
Total		100%

## Grade Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

LETTER GRADE	PERCENT	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

## Communication and Feedback

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degroote.mcmaster.ca/contact/anonymous/>

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

### ***Individual Work***

The **individual work** component consists of two exams, two skill application exercises, and class participation.

#### Exam One & Exam Two

The first in-class exam will cover material from the assigned readings, lectures and class discussion (all chapters one through five and lectures prior to this exam are fair game). The second in class exam will cover chapters six through ten and the comprehensive topic of “The Competing Values Framework”. These individual exams will be worth 20% of your final course grade each for a total of 40%.

### Exercises

Two cases have been selected and are provided on Avenue to Learn. Read the case and answer the questions completing one prior to the mid-term exam and the second prior to the second exam, both submitted on Avenue. Read the case and answer the questions concisely in approximately two pages single spaced.

### Class Participation

This course will not be fully lecture based. Instead, you are expected to complete the readings and individual assessments (where assigned) prior to class and come prepared to discuss and apply the learning from the readings. Our discussions will be deeper and more insightful if we have all come to class prepared to discuss the material. Class discussions between students, instructor and industry speakers (where possible) are an important component of the learning experience for this course. Therefore, 10% of your final course grade will be based upon your class attendance (an occasional absence for legitimate reasons is permitted—please communicate with the instructor) and 10% on active engagement in classroom discussions and exercises. Active engagement does NOT mean meaningless or inane commenting for the sake of receiving a grade. Sometimes being a good listener is the most effective way of making a contribution. Your instructor will alert you if your class participation is insufficient.

## ***Group Work***

In week 3, your instructor will assign you to a three to five person work team. This team will be given an identifying number and the group work component of the course is to be performed within this team.

### Mini-Presentation

In the final weeks of the term, each team will deliver 20 minute presentation on a leader/manager of their choice and how this individual does or doesn't demonstrate managerial/leadership effectiveness (and thereby organizational effectiveness). Each presentation will be graded using a rubric shared via Avenue. This mini-presentation will be worth 20% of your final course grade. All students in the team will receive the same mini-presentation grade.

## ***ACADEMIC DISHONESTY***

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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.

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 types of academic dishonesty please refer to the Academic Integrity Policy, located at:

[www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity)

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s 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

### **Language for Use in Courses with an On-Line Element**

In this course we will be using X\*. 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 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 this course will be deemed consent to this disclosure.

If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

X\* = e-mail, LearnLink, WebCT, web pages, capa, Moodle, ThinkingCap, etc

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## ***MISSED ACADEMIC WORK***

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### ***Missed Mid-Term Examinations / Tests / Class Participation***

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the Student Experience – Academic (MBA) office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide to Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate which can be found on the DeGroote website at

<http://mbastudent.degroote.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and documentation supporting the reason for the absence.

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the Student Experience – Academic (MBA) office at least ten (10) working days before the scheduled exam along with acceptable documentation. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by Student Experience – Academic (MBA).

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

### ***Missed Final Examinations***

A student who misses a final examination without good reason will receive a mark of 0 on the examination.

All applications for deferred and special examination arrangements must be made to the Student Experience – Academic (MBA) office. Failure to meet the stated deadlines may result in the denial of these arrangements. Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the following term. There will be one common sitting for all deferred exams.

Failure to write an approved deferred examination at the pre-scheduled time will result in a failure for that examination, except in the case of exceptional circumstances where documentation has been provided and approved. Upon approval, no credit will be given for the course, and the notation N.C. (no credit) will be placed on the student's transcript. Students receiving no credit for a required course must repeat the course. Optional or elective courses for which no credit is given may be repeated or replaced with another course of equal credit value.

Requests for a second deferral or rescheduling of a deferred examination will not be considered.

Any student who is unable to write a final examination because of illness is required to submit the Application for Deferred MBA Final Examination and a statement from a doctor certifying illness on the date of the examination. The Application for Deferred MBA Final Examination and the McMaster University Student Health Certificate can be found on the DeGroote website at <http://mbastudent.degroote.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. Students who write examinations while ill will not be given special consideration after the fact.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic (MBA) office within five business days of the missed examination.

Special examination arrangements may be made for students unable to write at the posted exam time due to compelling reasons (for example religious, or for part-time students only, work-related reasons):

- Students who have religious obligations which make it impossible to write examinations at the times posted are required to produce a letter from their religious leader stating that they are unable to be present owing to a religious obligation.
- Part-time students who have business commitments which make it impossible to write examinations at the times posted are required to produce a letter on company letterhead from the student's immediate supervisor stating that they are unable to be present owing to a specific job commitment.

In such cases, applications must be made in writing to the Student Experience – Academic (MBA) office at least ten business days before the scheduled examination date and acceptable documentation must be supplied.

If a student is representing the University at an academic or athletic event and is available at an overlapping scheduled time of the test/examination, the student may write the test/examination at an approved location with an approved invigilator, as determined by the Student Experience – Academic (MBA) office.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic (MBA) office within ten business days of the end of the examination period.

Note: A fee of \$50 will be charged for a deferred exam written on campus and a fee of \$100 for deferred exams written elsewhere. In cases where the student's standing is in doubt, the Graduate Admissions and Study Committee may require that the student with one or more deferred examination privileges refrain from re-registering until the examination(s) have been cleared.

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>



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### ***POTENTIAL MODIFICATION TO THE COURSE***

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The instructor and 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. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

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### ***ACKNOWLEDGEMENT OF COURSE POLICIES***

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Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of MBA B717 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

<b>COURSE SCHEDULE</b>
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<b>WEEK</b>	<b>DATE</b>	<b>SKILL DEVELOPMENT TOPIC</b>	<b>READING ASSIGNMENT AND ACTIVITIES</b>
1	May 8	Course Overview Critical Role of Management Skills	Read: Text Introduction
2	May 15	Developing Self Awareness	Read: Text chapter 1
3	May 22	Managing Stress & Well-Being	Read: Text chapter 3
4	May 29	Solving Problems Analytically & Creatively	Read: Text chapter 3
5	June 5	Building Relationships by Communicating Supportively	Read: Text chapter 4
6	June 12	Gaining Power and Influence	Read: Text Chapter 5
7	June 19	<b>Mid-term Exam</b>	
8	June 26	Motivating Performance	Read: Text chapter 6
9	July 3	Negotiating and Resolving Conflict	Read: Text chapter 7
10	July 10	Empowering and Engaging Others	Read: Text chapter 8
11	July 17	Building Effective Teams and Teamwork	Read: Text chapter 9
12	July 24	Leading Positive Change	Read: Text chapter 10
13	July 31	<b>Final Exam</b>	Assignment #2 Due
14	Aug 7		<b>Group Presentations</b>