



BUSI 3104 A
Managing Individual Performance
Fall 2017

INSTRUCTOR:	Dr. Robert Smart
OFFICE:	1013DT
OFFICE HOURS:	Tuesdays 2:30pm – 3:30 pm or by appointment
E-MAIL:	robert_smart@carleton.ca
CLASS TIME:	Tuesdays 11:35pm – 2:25pm.
CLASSROOM:	Southam Hall 413 (May change due to enrolment)
COURSE WEB PAGE:	CuLearn at https://www.carleton.ca/culearn/

COURSE PREREQUISITES

Prerequisite(s): [BUSI 2101](#) or [BUSI 2121](#) or [BUSI 2702](#) with a grade of C or higher, and registration in B.Com., B.I.B., or Minor in Arts Management.

The School of Business enforces all prerequisites.

Managing the performance of self and others. Topics include self-awareness, motivation, leadership, communication, diversity, and creativity. Extensive use is made of self-assessments and experiential learning.

COURSE DESCRIPTION

This course explores the challenges and opportunities for managing the performance of self and others in organizations today. Topics include self-awareness, motivation, leadership, communication, power, and learning. Extensive use is made of self-assessments and experiential learning to help learners understand the theory and practice of human performance.

BUSI 3104 is a core course in the School's concentration in Management. This course was designed to help students develop interpersonal skills and appreciate the importance of understanding oneself as well as interacting with and managing others. Students will explore fundamental concepts and theories, develop relevant skills, and explore current trends.

COURSE APPROACH

The class will be held in an interactive format and your communication skills will be challenged and developed on a weekly basis. We will learn through lectures, readings, discussions, videos, class simulations, and individual assignments. Because this course is offered in a highly interactive format, the effectiveness of this course depends on your commitment to interaction. For this course to succeed, you must prepare for all classes, attend all classes, contribute to class discussions and exercises, and thoughtfully complete assignments.

TEXT

The following texts are required:

1. Managing Individuals, *BUSI 3104 Custom Textbook Package with MyManagement Lab*. Pearson Custom Business Resources, 2017. Package ISBN-13: 9781323602669
2. One popular press book of your choice relevant to improving your interpersonal skills in a business setting (subject to instructor approval).

LEARNING OUTCOMES

Following the successful completion of the course, you should be able to:

1. Recognize, define, and discuss the terminology, concepts, basic principles, analytic techniques, and theoretical underpinnings of managing individuals in a business setting.
2. Recognize the importance of interpersonal skills and understand the impact that they have on individual performance in a business setting.
3. Identify and assess interpersonal challenges in real-life business situations using the appropriate terminology, concepts, basic principles, analytic techniques, and theoretical knowledge.
4. Develop reasonable solutions to interpersonal challenges in real-life business situations using the appropriate terminology, concepts, basic principles, analytic techniques, and theoretical knowledge.
5. Analyze and assess your own interpersonal skills in business settings.
6. Reflect on your learning from the course and formulate strategies for developing your interpersonal skills.

EVALUATION

1.	Preparation & Contribution (10 quizzes x Contribution)	10%
2.	Assignments	40%
3.	Test	25%
4.	Performance Coaching Project	25%
Total		100%

1. Preparation & Contribution – worth 10% of your final grade.

Throughout the course you will be expected to come to class each week fully prepared to participate in class activities and discussions. It is imperative that you attend class, arrive prepared, and engage fully in activities in order to receive a high grade in this component. To assess this component this class may use weekly quizzes. *See CuLearn to understand the criteria for evaluation on preparation and participation grade.*

2. Assignments (3 assignments) - worth 40% of your final grade.

A total of three assignments will be assigned throughout the term. The assignments will consist of readings & questions from the textbook, self-reflection exercises and research activities. *See CuLearn to understand the criteria for evaluation on assignments.*

3. Test - worth 25% of your final grade*

There will be one in-class test held during the term. The test will encompass all material covered in the text, lectures, in-class discussions, and activities, up to and including the material covered during the lecture prior to the test. More information on the format of the test will be provided in class.

*If you must miss the test due to verifiable illness (or, in rare cases, due to some other circumstances beyond your control) you may apply to write an alternate mid-term exam by submitting a medical certificate or other verifiable documentation to the instructor no later than five (5) calendar days after the test date. A deferred test will be scheduled for you. This test may cover more content than the midterm given to the class. Please use the medical certificate form found at:

http://www.carleton.ca/registrar/forms/Med_Cert_Carleton_University.pdf

4. Performance Coaching Project – worth 25% of your final grade*

The final project encourages students to apply their knowledge of human performance to the challenges faced by real managers. Students will assess the strengths and weaknesses of a manager and develop a strategy for enhancing the performance of that individual. A performance coaching proposal must be submitted and approved by the instructor (in week 7).

The final project report will be 5 pages in length (double spaced, standard format, not including appendices) and will consist of a preliminary skills assessment (due in week 8), literature review, and action plan for improving performance. You are expected to consult a variety of quality sources, that go beyond the text book and lecture materials, to enhance your understanding topic, including a description of the concept, its history, its relevance to managers, etc. Proper referencing of your sources is also required (APA 6th edition format). *It is important that you are aware of the checkpoints throughout the term for this project. See CuLearn to understand the criteria for evaluation on the final performance coaching project.*

*Deadlines are strict. Failure to meet deadlines will result in grade penalties of 10% per day. **Assignments more than 7 days (1 week) late will be considered missed.** The quality of your writing is an important component of effectively presenting your “ideas”. If you need or would like coaching on your writing skills, help is available to you at the writing tutorial service (WTS) at www.carleton.ca/wts/.

Staying on top of your deadlines (CuLearn).

Information on weekly assignments and other general information will be communicated during class on a regular basis. However, weekly readings, critical additional information, updates about the class and details regarding upcoming assignments will be posted to the course webpage (<https://www.carleton.ca/culearn/>). **It is your responsibility to visit CuLearn regularly.**

COURSE AGENDA

Week / Dates	Topic	Readings/Assignments
Week 1 (Sept 12)	<ul style="list-style-type: none"> ▪ Introduction to Managing Individuals <ul style="list-style-type: none"> ▪ Review of Course Outline 	Chapter 1 Assigned readings
Week 2 (Sept 19)	<ul style="list-style-type: none"> ▪ Personal Effectiveness <ul style="list-style-type: none"> ▪ Self-awareness ▪ Self-management 	Chapters 2, 3 & 4 Assigned readings
Week 3 (Sept 26)	<ul style="list-style-type: none"> ▪ Communication <ul style="list-style-type: none"> ▪ Communication ▪ Listening 	Chapters 5 & 6 Assigned readings <ul style="list-style-type: none"> ▪ Assignment #1 Due
Week 4 (Oct 3)	<ul style="list-style-type: none"> ▪ Motivation 1 <ul style="list-style-type: none"> ▪ Goal setting ▪ Learning and development 	Chapters 7 & 8 Assigned readings
Week 5 (Oct 10)	<ul style="list-style-type: none"> ▪ Motivation 2 <ul style="list-style-type: none"> ▪ Coaching ▪ Providing feedback 	Chapters 9 & 10 Assigned readings
Week 6 (Oct 17)	<ul style="list-style-type: none"> ▪ Problem Solving and Ethics <ul style="list-style-type: none"> ▪ Creative problem solving ▪ Ethical decision making 	Chapters 11 & 12 Assigned readings <ul style="list-style-type: none"> • Assignment #2 Due
Oct 23 th -Oct 27 th Fall Reading Week No Classes		
Week 7 (Oct 31)	<ul style="list-style-type: none"> ▪ Power and Influence <ul style="list-style-type: none"> ▪ Politicking ▪ Persuading 	Chapters 13 & 14 Assigned readings <ul style="list-style-type: none"> ▪ Coaching proposal
Week 8 (Nov 7)	<ul style="list-style-type: none"> ▪ Followership/Leadership <ul style="list-style-type: none"> ▪ Followership ▪ Applying leadership style 	Chapters 15 & 16 Assigned readings
Week 9 (Nov 14)	<ul style="list-style-type: none"> ▪ Employee Engagement and Change <ul style="list-style-type: none"> ▪ Engaging employees ▪ Managing change 	Chapters 17 Assigned readings
Week 10 (Nov 21)	<ul style="list-style-type: none"> ▪ Test (25%) 	
Week 11 (Nov 28)	<ul style="list-style-type: none"> ▪ Employee well-being & Performance <ul style="list-style-type: none"> ▪ Managing stress ▪ Trust 	Chapter 18 & 19 Assigned readings <ul style="list-style-type: none"> ▪ Performance Coaching Report due (25%)
Week 12 (Dec 5)	<ul style="list-style-type: none"> ▪ Performance at work <ul style="list-style-type: none"> ▪ Networking, interviewing and resume's ▪ Measuring Human Performance 	Chapter 20 Assigned readings <ul style="list-style-type: none"> ▪ Assignment #4 (Journal) Due

While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semester

ADDITIONAL INFORMATION

Course Sharing Websites

Student or professor materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades Entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations, Accommodations, Etc.

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodations

For Students with Disabilities:

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include; a grade of Failure in the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <http://carleton.ca/studentaffairs/academic-integrity>.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you're having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>
Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, it would be easier to respond to your inquiries if you would send all email from your Carleton account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>

Important Dates and Deadlines – Fall 2017 Graduate, Undergraduate and Special Students

September 1 Last day for receipt of applications from potential fall (November) graduates.

September 2-3 Residence move in weekend.

September 4 Statutory holiday. University closed.

September 5 Academic orientation (undergraduate and graduate). Orientation for Teaching Assistants. All students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.

September 6 Fall term begins. Fall and fall/winter classes begin.

September 15-17 Full and late summer deferred final examinations held.

September 19 Last day of registration for fall term and fall/winter courses.

Last day to change courses or sections (including auditing) for fall/winter and fall term courses. Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Fall 2017 and must register for the fall 2017 term.

September 30 Last day to withdraw from fall term and fall/winter courses with a full **fee adjustment** (financial withdrawal). Withdrawals after this date will create no financial change to Fall term fees.

October 6 December examination schedule (fall term final and fall/winter mid-terms) available online.

October 9 Statutory holiday. University closed.

October 15 Last day for receipt of applications for admission to an undergraduate degree program for the winter term from applicants whose documents originate from outside Canada or the United States.

October 23-27 Fall break. Classes are suspended.

November 1 Application deadline to study at another institution on a [letter of permission](#) for the winter term.

November 10 Last day to request formal exam accommodations for December examinations to the Paul Menton Centre for Students with Disabilities. Late requests will be considered on case-by-case basis.

November 15 Last day for receipt of applications for admission to an undergraduate degree program for the winter term.

November 24 Last day for summative or final examinations in fall term courses before the official examination period (see [Examination Regulations](#) in the Academic Regulations of the University section of the Undergraduate Calendar).

November 25 Winter Payment Deadline. Click [here](#) for important payment information. [Late charges](#) may be applied to the student account any time after this date.

December 1 Last day for receipt of applications from potential winter (February) graduates. Last day for graduate students to submit their supervisor-approved thesis in examinable form to the department.

December 8 Fall term ends. Last day of fall-term classes. Classes follow a Monday schedule. Last day for academic withdrawal from fall term courses. Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall term courses. Last day for receipt of applications for undergraduate degree program transfers for winter term.

Last day to pay any remaining [fall tuition fees](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents.

December 9 No classes or examinations take place.

December 10 – 22 Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held. Examinations are normally held all seven days of the week.

December 22 All take home examinations are due.

December 25-January 1, 2018 University closed