

BUSI 3104 A
Managing Individuals
Fall 2014

INSTRUCTOR:	Dr. Robert Smart
OFFICE:	1013DT
OFFICE HOURS:	Mondays 2:35pm – 3:35 pm or by appointment
E-MAIL:	robert_smart@carleton.ca
CLASS TIME:	Mondays 11:35am – 2:25pm.
CLASSROOM	TBA
COURSE WEB PAGE:	CuLearn at https://www.carleton.ca/culearn/

COURSE PREREQUISITES

Registration in B.Com. and BUSI 2101 with a grade of C or higher.
The School of Business enforces all prerequisites.

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:

Managing Individuals, *BUSI 3104 Custom Textbook Package*. Pearson Custom Business Resources, 2014

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 (10 quizzes @ 1% each)	10%
2.	Participation Grade	5%
3.	Assignments	35%
4.	Test (25%)	25%
5.	Performance Coaching Project (25%)	25%
Total		100%

1. Preparation Quizzes (10 quizzes @ 1% each) - worth 10% of your final grade.

Throughout the course you will be expected to write 10 quizzes designed to test your current understanding of the assigned course material (every week except week 1 and week 10). Each quiz will be given a weight of 1% and will represent a total of 10% of your final course grade. It is imperative that you attend class (on time) and arrive prepared to ensure this 10% as no make-up quizzes will be scheduled.

2. Participation Grade – worth 5% of your final grade.

In addition to weekly quizzes and lectures, some class time will be devoted to discussions and exercises that require students to use their skills. *Each week* you will be expected to come to class having read the assigned readings and be ready to discuss your questions and opinions. It is imperative that you attend class, arrive prepared, participate earnestly in activities and speak up regularly to receive a high participation grade. This 5% is entirely up to you. See *CuLearn to understand the criteria for evaluation on classroom participation*.

3. Assignments (4 assignments) - worth 35% of your final grade.

A total of four 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*.

4. 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

5. 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 8 pages in length (double spaced, standard format) and will consist of a 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.**

Satisfactory In-term Performance

1. The requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work (i.e. assignments, participation marks, tests etc.).
2. Unsatisfactory In-term Performance in this course will lead to failure in this course (regardless of the performance at the Final exam or final project) Yes No
FND grade in this course (in case of missed Final exam or project) Yes No

COURSE AGENDA

Week / Dates	Topic	Readings/Assignments
Week 1 (Sept 8)	<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 15)	<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 22)	<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
Week 4 (Sept 29)	<ul style="list-style-type: none"> ▪ Motivation 1 <ul style="list-style-type: none"> ▪ Coaching ▪ Providing feedback 	Chapters 7 & 8 Assigned readings
Week 5 (Oct 6)	<ul style="list-style-type: none"> ▪ Motivation 2 <ul style="list-style-type: none"> ▪ Goal setting ▪ Learning and development 	Chapters 9 & 10 Assigned readings <ul style="list-style-type: none"> ▪ Assignment #2
October 13 th Thanksgiving Holiday No Classes		
Week 6 (Oct 20)	<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
Oct 27 th -Oct 31 st Fall Reading Week No Classes		
Week 7 (Nov 3)	<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 ▪ Assignment #3
Week 8 (Nov 10)	<ul style="list-style-type: none"> ▪ Leadership <ul style="list-style-type: none"> ▪ Followership ▪ Applying leadership style 	Chapters 15 & 16 Assigned readings
Week 9 (Nov 17)	<ul style="list-style-type: none"> ▪ Facilitating Change <ul style="list-style-type: none"> ▪ Managing change ▪ Understanding attitudes 	Chapters 17 Assigned readings
Week 10 (Nov 24)	<ul style="list-style-type: none"> ▪ Test (20%) 	
Week 11 (Dec 1)	<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 8)	<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

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

IMPORTANT ADDITIONAL INFORMATION

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	WDN = Withdrawn from the course		

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

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

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*). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2014 exam period is November 7, 2014.

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 or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact 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 expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, 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://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

Assistance for Students:

Student Academic Success Centre (SASC): www.carleton.ca/sasc

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): www.carleton.ca/sasc/peer-assisted-study-sessions

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.
- Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, 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 CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://portal.carleton.ca/>

IMPORTANT DATES

Fall Term 2013

September 2	Fall Term Begins. Orientation for Teaching Assistants.
September 2-3	Academic Orientation. 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 4	Fall and fall/winter classes begin.
September 17	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.
September 26-28	Summer deferred final examinations to be held.
September 30	Last day to withdraw from Fall term and Fall/Winter courses with a full fee adjustment. Withdrawals after this date will create no financial change to Fall term fees (financial withdrawal).
October 10	December examination schedule (fall term final and fall/winter mid-terms) available online.
October 13	Statutory holiday, University closed.
October 27-31	Fall break. Classes are suspended.
November 7	Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for December examinations.
November 24	Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examinations Regulations in the Academic Regulations of the University section of the calendar).
December 8	Fall term ends. Last day of fall-term classes. 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.
December 9	No classes or examinations take place.
December 10–21	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 21	All take home examinations are due
Dec 25 to Jan 2	University closed