



BUSI 3104 A
Managing Individual Performance
Fall 2015

INSTRUCTOR: Donald Hall
CLASS TIME: Tuesday, 08:35 to 11:25
CLASSROOM: SA 406
OFFICE HOURS: by appointment
CONTACT: 613-688-2520 (weekdays, daytime) / Donald.Hall@carleton.ca

DESCRIPTION

From the 2015-16 Calendar: [0.5 credit] 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. Prerequisite(s): registration in B.Com. or Minor in Arts Management and BUSI 2101 or BUSI 2121 with a grade of C or higher. Lectures three hours a week.

Objectives: This course introduces students to fundamental concepts associated with managing individuals. The course blends theory with opportunities to work with and apply that theory. The course mixes lecture/discussion with participatory learning.

MATERIALS

Journal articles and book chapters: There is no textbook for this course. Links to articles and chapters will be made available to students on the course web page.

StrengthsFinder: Go to: www.gallupstrengthscenter.com. Click on "Purchase" under CLIFTON STRENGTHSFINDER. Next to TOP 5 STRENGTHS (US\$9.99) indicate Quantity "1," scroll down and click "Purchase." Register. Pay (you will need a credit card). Click "Take the Clifton StrengthsFinder." Click "Take the Clifton StrengthsFinder assessment" and click "Continue." Read the instructions and take the test. At the end, wait while the site computes your results. Click on, and print, your *Signature Themes Report* and your *Strengths Insight Report*. Bring these with you to class on September 15.

COMMUNICATION

Class information, instructions and additional materials will be posted on the course website. Students will be sent an e-mail note each time an item is posted. It is up to you bring to class all required items. Students with questions or concerns during the semester are encouraged to make an appointment with the instructor. Meetings with students are typically scheduled immediately before or following class. Students may also phone the instructor during regular business hours. You may also communicate with the instructor by e-mail. When you do so, please send from your

Carleton e-mail account and put "BUSI 3104" in the subject line. I will respond to e-mails within 3 to 4 days.

ASSIGNMENTS AND GRADING

Item	Percentage
Participation	15%
Presentation	15%
Manager Study	30%
Personal Reflection	15%
Final Exam	25%
<i>Total</i>	100%

Assignments are due at the beginning of class. Late assignments due to illness or unavoidable personal circumstances will be excused. In the case of assignments, or exams, missed for the same reasons, your final grade will be prorated accordingly. All other failures to meet deadlines will result in mark reductions (nominally 20 percent of the mark per week). Assignments should be handed in at the beginning of the class on their due date.

Page number maximums refer to single-spaced pages with double spacing between paragraphs in no smaller than 10 pt font, with 1 inch (2.5 cm) margins. The quality of your writing is an important. If you want coaching on your writing skills, help is available to you at the writing tutorial service (WTS) at: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Class Participation (15%): Active participation is considered to be an important part of your learning experience and is therefore an expectation. Unless affected by medical or personal circumstances, students are expected to attend every scheduled class. Your participation mark will be based on your level of involvement in the class and the quality of your contributions. Please come to class having read assigned articles so that you are prepared to discuss them.

Presentation (15%): Most classes will involve, at a minimum, (a) a lecture and discussion led by the instructor followed by (b) presentations by 5 or 6 students accompanied by a question and discussion period led by the instructor. Each student will take responsibility for one in-class presentation. *Instructions:*

1. E-mail the instructor with your preferred presentation date. Dates will be assigned on a first-come-first-served basis. The instructor reserves the right to assign dates.
2. Search and select one article, book chapter or other source item related your week's topic, and create a 5-minute (maximum¹) slide presentation on the item.
3. Present in class on your designated date; presentation order will be determined by the instructor.
4. Hand in a hard copy of your slides and presentation notes to the instructor at the beginning of the class during which you will make your presentation. E-mail a copy to the instructor immediately following class.

Source items must be pre-approved by the instructor. You may contact the instructor directly to discuss possible articles and other source items. Also, in the last 10 minutes of each class, while the rest of the students have been dismissed, those scheduled to present in two weeks will be invited to discuss presentation ideas with the instructor.

¹ Please do not exceed five minutes. Your presentation will be cut off at the five-minute mark.

Manager Study (30%): Students will interview three managers of their choosing using an interview guide provided by the instructor. Based on their interview notes, students will write a 3-page (maximum) manager study including conclusions about good management practices. Detailed instructions for this assignment will be provided separately. Due: November 17.

Personal Reflection (15%): In order to help students more deeply integrate lessons from the course, students will write a 1-page (maximum) personal reflection addressing the following points:

- What stood out for you in the course?
- How will you apply to your professional life what you have learned from this course?

Attach your Clifton StrengthsFinder *Signature Themes Report*. Due: December 1.

Final Examination (25%): A multiple-choice / true-false / fill-in-the-blanks / short essay examination scheduled during the December examination period will assess your understanding of the material covered during the semester, including material covered in student presentations.

COURSE SCHEDULE

Class / Date	Topic & Readings	Due
#1 / Sept 8	Course Introduction	
#2 / Sept 15	Self-awareness. Managing others begins with self-management, which requires self-awareness. We will debrief StrengthsFinder results and discuss other areas and types of self-awareness. There are no readings this week, but you must complete the StrengthsFinder Assessment.	StrengthsFinder Assessment
#3 / Sept 22	Planning and Delegating. If managers do nothing else, they must at least plan, delegate, and monitor the work for which they are responsible.	
#4 / Sept 29	Performance Management. Employee performance management, in the strictest sense, involves working to ensure that employees meet performance expectations, and appraising employee performance periodically.	
#5 / Oct 6	Employee Development. Good managers do more than assign work and monitor performance. Good managers do not play the "hero" role; rather they work to support the success of their employees. They are "coaching managers" or "managers-as-developers."	
#6 / Oct 13	Leadership. When does management become leadership? There is no agreed-on threshold, but high levels of trust, empowerment, and engagement seem to be involved.	
#7 / Oct 20	Management Simulation. A management simulation exercise will give students an opportunity to try out and experience basic management skills, and to gain additional self-awareness through feedback.	
- / Oct 27	No class this week (mid-term break)	
#8 / Nov 3	Motivation. Much is known (although not always applied) about employee motivation. This week we also look at influence.	
#9 / Nov 10	Communication. Much of what is required of managers is accomplished through communication. Managers need not be great speech makers, but they do need a grasp of the	

Class / Date	Topic & Readings	Due
	basics, including how to give feedback effectively.	
#10 / Nov 17	Diversity. Today's managers must be adept at managing a diverse range of people - with "diversity" defined broadly. This week's subject matter includes "situational leadership."	Manager Study
#11 / Nov 24	Creativity. Managing creativity means managing the performance of highly creative people as well as enabling creativity on the part of all employees.	
#12 / Dec 1	Course Review	Personal Reflection

ABOUT THE INSTRUCTOR

Donald Hall is a partner in the Ottawa-based management consulting firm Goss Gilroy Inc. He specializes in organization development, group training and facilitation, and applied social research. He is past president of the Organization Development Network of Ottawa-Outaouais. He received his Ph.D. in Applied Social Psychology from the University of Saskatchewan in 1986 and subsequently took training from the NTL Institute and the Sloan School of Management, MIT.

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.

Grading

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

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. The deadlines for contacting the Paul

Menton Centre regarding accommodation for final exams for the December 2015 exam period is November 6, 2015 and for the April 2016 exam period is March 6, 2016.

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; 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://www2.carleton.ca/sasc/advisingcentre/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/support-services/>

Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

Additional Rules

Students must always retain a hard copy of all work that is submitted. All final grades are subject to the Dean's approval. For the Sprott School to respond to your emails, they 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

Graduate, Undergraduate and Special Student Sessions

Fall term: September 2, 2015 – December 7, 2015

Winter term: January 6, 2016 – April 8, 2016

Fall/winter: September 2, 2015 – April 8, 2016

May 25

The registration timetable planning tool is available for the 2015-2016 academic year. The Student Registration Assistance service becomes available to all students.

June 4

Carleton Central opens at 8:30 a.m. for registration for new first year undergraduate students (see Timeticket schedule for your registration start time).

June 22

Carleton Central opens at 8:30 a.m. for registration for returning students (see Timeticket schedule).

August 7

Carleton Central opens at 8:30 a.m. for registration for Special Students (see Timeticket schedule).

August 25

Payment deadline date for your entire student account. Click here for important payment information. Late charges may be applied to the student account any time after this date.

August 29-30

Residence move in weekend. Students will be advised in July of their assigned move in date.

August 31

Orientation for Teaching Assistants.

September 1

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

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 2

Fall term begins.

Fall and fall/winter classes begin.

September 4

Classes follow a Monday schedule.

September 7
Statutory holiday. University closed.

September 18
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 2015 and must register for the Fall 2015 term.

September 25-27
Summer deferred final examinations 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 9
December examination schedule (fall term final and fall/winter mid-terms) available online.

October 12
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 26-30
Fall break. Classes are suspended.

November 6
Last day to submit Formal Examination Accommodation Forms to the Paul Menton Centre for Students with Disabilities for December examinations.

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

November 24, 2015
Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

November 25
Final 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 to upload your Master's or PhD thesis for your thesis defence in order to graduate this winter.

December 7
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.
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 8
No classes or examinations take place.

December 9 – 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 15, 2015
Fall Co-op Work Term Reports due.

December 22, 2015
All take home examinations are due.

December 25 to January 3
University closed