

**MGMT 5100 A**  
**Managing People and Organizations**  
**WINTER 2021**  
Course Outline

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<b>MODALITY:</b>	Online 1.5 hours synchronous* + 1.5 hours asynchronous (*delivered synchronously, option to view asynchronously with permission)
<b>OFFICE HOURS:</b>	By Appointment Online
<b>CLASS TIME:</b>	Mondays 11:35am-2:25pm EST
<b>CLASS MEETS:</b>	Online
<b>COURSE WEB PAGE:</b>	CuLearn at <a href="https://culearn.carleton.ca">https://culearn.carleton.ca</a>

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#### **COURSE PREREQUISITES**

Prerequisite(s): Enrollment in the MBA program in the Sprott School of Business or permission of the School. **The School of Business enforces all prerequisites.**

#### **COURSE RESTRICTIONS**

None

#### **COURSE DESCRIPTION**

Organizations and the relationships that define them. Theories, concepts, and experiential exercises help students understand their own values, attitudes, and goals and those of others how to motivate, communicate, teach, and lead others; and how to apply these concepts to improving personal and organizational performance.

#### **TEXT/REQUIRED MATERIALS**

**Organizational Behavior: An Experiential Approach, 8th Edition** by Osland, Kolb, Rubin and Turner. Prentice Hall, 2007 (referred to as **workbook** in the course outline)

- One popular press book of your choice relevant to managing people in a business setting (subject to instructor approval).
- Journal articles as listed on course outline. Students will be able to access their electronic readings 24/7 through cuLearn or the web.
- This term, we will be using [Kritik](#), a peer-to-peer learning and evaluation platform. It is an engaging and gamified web platform that helps you develop your critical thinking skills according to [Bloom's Taxonomy](#).
- Technical requirements include a webcam and microphone for online discussion.



## COURSE APPROACH

This course is divided into two approximately equal halves. Weeks 1 through 6 are devoted to material designed to increase your self-awareness and help you understand why you and others behave as you do in organizations and groups. The focus is on the individual and the interpersonal skills needed to be a good manager (i.e. discussion is at the "micro" level). The topics to be covered (learning, perception, motivation, personality, communication skills) are the practical skills all managers should possess; you can begin to apply them immediately at work and home.

In weeks 7 to 12 the focus switches from the individual to relationships between individuals within the organization and between different organizational units (i.e. discussion is at the "macro" level). Topics covered in this half of the course all relate to organizational effectiveness – leadership, organizational design, team work, negotiation, culture, decision making. The focus here is on organizational processes and inter-relationships that have been linked with performance and success. When you have finished this course you should know yourself better, have better people skills, and have an increased awareness of how to evaluate the effectiveness of organizational structures and processes.

## LEARNING OUTCOMES

This course has the following learning objectives:

- To increase your self-awareness
- To help you become more skilled at analyzing behavior in organizations
- To help you learn what actions are appropriate for different situations
- To help you acquire a larger repertoire of behaviors or skills

## EVALUATION

1.	Preparation & Contribution (quizzes)	10%
2.	Assignments	50%
3.	Final Project	20%
4.	Final Exam (Micro + Macro)	20%
<b>Total</b>		<b>100%</b>

### 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 – worth 50% 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. This course makes extensive use of peer evaluation and feedback as a tool for learning. You will be expected to evaluate your peer's work and provide meaningful and constructive feedback on assignments and activities. *See CuLearn to understand the criteria for evaluation on peer evals.*

### **3. Final Project**– worth 20% 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.

The final project report will consist of a preliminary skills assessment, literature review, and action plan for improving performance. You are expected to consult a variety of quality sources, that go beyond the textbook 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 7<sup>th</sup> 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 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/](http://www.carleton.ca/wts/). Please retain a hard copy of all work that is submitted for your own records.

### **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.**

### **5. Final Exam**– worth 20% of your final grade\*

The final exam will be held during the formal examination period. The exam will be cumulative and will be based on all topics covered in the course (text, lectures, in-class discussions, presentations, etc.), throughout the entire term.

### **COURSE WEB PAGE:**

The URL for the course web page is <https://culearn.carleton.ca>. You **must** access the site regularly for updates about the class and upcoming assignments. It may be useful to bookmark the page. **Grades for all course work will be posted on the cuLearn Grade Book as soon as available.**

### **Drop Course Policy**

The deadline for academic withdrawal is the last day of classes (each term).

**COURSE SCHEDULE\***

<b>Week / Dates</b>	<b>Topic</b>	<b>Readings/Assignments</b>
Week 1 (Jan 11)	Introduction to the course/Psychological Contract	Chapter 1
Week 2 (Jan18)	Decoding Behavior & Personality	Chapter 4 MPO Live Show
Week 3 (Jan 25)	Learning	Chapter 3 <i>Interactive Discussion Due</i> <i>Assign 1A due</i>
Week 4 (Feb 1)	Communication, Perception and Attribution	Chapter 8 & 9 MPO Live Show
Week 5 (Feb 8)	Motivation	Chapter 5 <i>Interactive Discussion Due</i>
Feb 15-20 <b>Winter Reading Week</b> No Classes		
Week 6 (Feb 22)	Coaching & Development	Chapter 19 MPO Live Show <i>Assign 2A due</i>
Week 7 (Mar 1)	Creative Thinking & Problem Solving	Chapter 11 & 12 <i>Interactive Discussion Due</i>
Week 8 (Mar 8)	Conflict & Negotiation	Chapter 13 MPO Live Show <i>Assign 2B due</i>
Week 9 (Mar 15)	Group Dynamics & Work Teams	Chapter 10 <i>Interactive Discussion Due</i>
Week 10 (Mar 22)	Power & Leadership	Chapter 18 MPO Live Show
Week 11 (Mar 29)	Culture & Values	Chapter 17 <i>Interactive Discussion Due</i> <i>Final Project due</i>
Week 12 (Apr 5)	Decision Making	Chapter 16 MPO Live Show

\*unforeseen circumstances may necessitate modifications to the schedule

## ADDITIONAL INFORMATION

### Course Sharing Websites:

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).

### Recommended Calculator for 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. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

### Letter Grades:

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	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

Grades entered by Registrar:

WDN = Withdrawn from the course  
DEF = Deferred

### Academic Regulations:

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 Accommodation:

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

- **Pregnancy**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC 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 your instructor as soon as possible to ensure accommodation arrangements are made. <https://carleton.ca/pmc/>

- **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: <https://students.carleton.ca/course-outline/>

**Academic Integrity:**

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—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include; a grade of Failure on 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: <https://carleton.ca/registrar/academic-integrity/>

**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: <https://carleton.ca/csas/>

**Other 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, in order to respond to your inquiries, please send all email from your Carleton email account. If you do not have or have yet to activate this account, you can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>