MGMT*3030 Project Management, Leadership & Communication W'18

M, W, F 10:30-11:20 am, MAC Hall 232
.50 Credits

General Course Information

Instructor:	Dr. Kathleen Rodenburg
Email	krodenbu@uoguelph.ca
Office Location	MAC 235 (x58167) *Please email me rather than leaving me a voice mail for faster communication.*
Office Hours	By appointment (M, Tu., W, Th.)-open door policy
Department/School	Department of Economics and Finance; Department of Food, Agriculture and Resource Economics; Department of Management; Department of Marketing and Consumer Studies; School of Hospitality, Food and Tourism Management, CBE Dean's Office.

Pre-requisites	None
Co-requisites:	none
Restrictions:	Restricted to students registered in Bachelor of Commerce program 3rd & 4th year students.

Course Description

Students will develop a deeper understanding of the skillsets and traits necessary to be a successful leader. A major focus will be on successful teamwork, in particular, students will identify the key factors that lead to dysfunctional teams and will learn tactics and skills necessary to lead and overcome these factors. Furthermore, a significant portion of this class will focus on effective verbal and non-verbal communication skills.

With the aid of a hands-on project, students will be required to apply theory and concepts discussed in seminar and apply them in a way that creates a motivating team atmosphere. In particular, students will gain a better understanding of communication techniques as a leader and will be required to apply these techniques when trying to convince or direct a group to action and a specific outcome.

The culminating projects for this course are designed to develop effective team leadership strategies, improve interpersonal communication and develop critical project management skills.

Course Learning Outcomes *(LO)*

LO1. Students will gain a broad based understanding of leadership. Specifically,

    i.   Develop a definition of leadership
    ii.   Identify key leadership traits
    iii.   Discuss various leadership theories and philosophies
    iv.   Recognize the importance of 'context' when analyzing leadership styles
    v.   Understand the importance of administrative, interpersonal and conceptual skills
    vi.   Recognize the importance of a strong vision
    vii.   Understand the difference between intellectual intelligence and emotional intelligence
    viii.   Discuss and understand the ethical responsibilities of leadership

LO2. Students will develop skills essential to effectively communicate as a leader and as a team player. Specifically,

    i.   Understand the importance of communication as it impacts the leadership role
    ii.   Understand the basic definition of communications
    iii.   Incorporate learned verbal and non-verbal communication skills into the culminating project to improve the likelihood of project success.
    iv.   Use communication effectively as a leader when trying to convince or direct a group to action and a specific outcome.
    v.   Enhance business written communication and presentation skills.

LO3. Students will develop essential skills to work effectively as a team and to lead a team. In particular students will gain knowledge and acquire tools necessary to enhance

    i.   Identification of the factors that lead to dysfunctional teams
    ii.   Team communication, including giving and receiving feedback effectively
    iii.   Managing diversity
    iv.   Individual and collaborative learning
    v.   Project & time management
    vi.   Facilitating group work

LO4. Students will develop essential skills for project management. Specifically, they will,

    i.   Develop an action plan with key responsibilities, timelines and accountabilities
    ii.   Organize event logistics (including estimating budgets), content & marketing and sales initiatives (including creating a marketing campaign and sales pitch)
    iii.   Manage teammates and key stakeholders to ensure tasks are completed on time
    iv.   Execute the event
    v.   Measure progress

Knowledge and Understanding:

Students will gain a common language and understanding of leadership and communication, including key concepts and theories. Additionally, students will learn essential skills for project management. Students should be able to apply this knowledge, understanding and experience gained in their future careers.

Discipline/Professional and Transferable Skills:

Students will develop essential skills for application in their professional life. In particular students in this class, will be provided with a tool box of skills. These skills include knowing the most impactful leadership traits/styles given context of the leadership task; knowing how to participate as an active and effective team member, how to build an effective team, how to facilitate and lead a meeting, how to give and receive feedback, and how to set priorities and manage timelines. Furthermore, students are exposed to team projects that will require the application of superior problem solving and critical thinking skills.

Attitudes and Values:
The mission of the College is to "develop leaders for a Sustainable World". This is accomplished by "providing an active learning environment that encourages critical reflection, personal growth, community engagement and global awareness, in addition to promoting comprehensive understanding of both traditional and emerging themes in management and economics. In this class and throughout your time at this University we will foster social and ethical responsibility and prepare graduates for leadership roles that will improve the effectiveness of their organizations and the well-being of people in Canada and around the world." While this class will create the environment to foster and promote this mission, the attitude of the student in the program is paramount to success. Students must take an active interest in their education. This will involve full participation in all learning activities. Students will not be 'spoon fed' ideas and concepts but will be forced to actively engage in research and problem solving. Students are encouraged to ask questions, to think outside the box, to debate issues, challenge concepts and to be provocative in their thinking in an effort to keep an open dialogue that will lead to their greater knowledge and understanding. Students are expected in this pursuit of knowledge to embrace diversity, encourage other students to engage in the dialogue, be respectful at all times, and recognize that both failures and successes provide excellent learning opportunities.

Indicative Content
There are three (3) 50 min seminars per week. The course calendar is broken down into twelve weeks. The first lecture will commence on Wednesday January 10.

Week	Topic
1 Jan 10 & 12	- Course Overview - Culminating Project details - Definition of Leadership - Complete the Personality test prior to Jan 12 at http://www.humanmetrics.com/cgi-win/jtypes2.asp
2 Jan 15, 17, 19	- The Great White North Adventure (dress warmly-Hats, boots, snow pants, waterproof mitts) - Weighty Decision-Shackleton's Journey of Endurance - Making Box
3 Jan 22 & 24	- Individual Motivational pitches for Business Pentathlon Leadership roles (3 minutes each) - Team Sales, Team Marketing& Communication, Team Content, Team Logistics - Project Management Kick-off
4 Jan 29,31st & Feb. 2	- Five Dysfunctions of Team 1st Dysfunction 2nd Dysfunction –What's your conflict style? - School Board and individual HS contact and meetings commence for Business Pentathlon - Proposal for 'cool stuff at CBE Guelph campaign'
5 Feb. 6 & 7	- Leadership from a Follower's perspective *Cool stuff at Guelph Campaign finalized*
6 Feb 12 &14	- Dysfunction 3 & 4 - Science Olympics activities presented & finalized
7 No seminar	
8 Feb 28 & Mar. 2	- The five factors that lead to dysfunctional teams - Selection of companies for study in Management 1000 F'18
9 Mar. 5 & 7 &9	- Planning session for Business Pentathlon - Planning session for Cool Stuff at CBE Guelph campaign - Team Dysfunction #5 - Intellectual Intelligence versus emotional intelligence
10 Mar. 12 & 14	- Effective communication skills - Leadership book assignment presentations (10 min. Ted talk)
11 Mar. 19, 21 & 23	- Leadership book assignment presentation (10 min. Ted talk) - Planning session for Cool stuff at CBE event - March 23, CBE Cool stuff event-MacDonald Hall
12 Mar. 26 & 28	- Presentation and voting of Great Ethical Dilemmas - Planning session for Business Pentathlon
13 April 2 & 4	Planning sessions Business Pentathlon-staffing resolved

Course Assessment

			Associated Learning Outcomes	Due Date
Assessment 1:	15%	Weekly Journal	1,2,3,4	*Week 2-13*
Assessment 2:	25%	Leadership Book Assignment Written Report 10 Minute Ted Talk	1,2	*March 11*
Assessment 3:	10%	Great Ethical Dilemma (Management 1000)	1	*March 26*
Assessment 4:	20%	Cool Stuff for CBE students event and campaign	1,2,3,4	*March 23*
Assessment 5:	30%	Business Pentathlon	1,2,3,4	*Various due dates –see below*
Total	**100%**			

Teaching and Learning Practices

Weekly Journal (15%)

Your weekly journals should demonstrate your thoughtful analysis of your own leadership and communication skills as it pertains to the topics discussed in class. Each week should build upon the previous week's journal entry and should show evidence of your progression and insights gleaned over the course of the semester. You, where possible, should apply the concepts and theories taught and discussed in class to your personal leadership experiences. In particular, how do these concepts apply to the culminating projects that you have been assigned within this course? You of course, should investigate other literature outside of the seminar pertaining to this topic to enhance your knowledge and understanding of the topic. Journaling has been identified in research as an active learning tool that has been successful for many students in changing the way they think about certain topics and overall, broadening their perspectives.

Your journal entries must be submitted to the drop-box weekly-Sunday by 11:30 pm.

Your journal writing should be about insights, personal reflections and commitments for the future. Some questions to consider when completing your journal are as follows:
1. What did I learn that is new? Any key insights?
2. How has my thinking changed?
3. How might I apply this new learning to the task at hand?
4. What is my personal plan of action to improve my effectiveness as a leader?*

* For this question we will utilize the Ignatian Pedagogical Paradigm. The steps in this model include the following: 1) Context (what is going on? What is the environment and situation?), 2) Experience (what do I already know?, what is it I want?), 3) reflection (how do I get it? And what does it mean about who I am in relation to others? What truth does it reveal of

me?) 4) Action (How do I live once I have it? What do I do now?) and Evaluation (Is it good and right? How have I grown?). Pleae see further details for this assignment in CourseLink>Content>Weekly Journal Exercise

Leadership Book Assignment

(25%)

Certainly immersing yourself in a hands-on activity can enhance your understanding of the topic at hand. However, we cannot underestimate the power of literature in transforming our understanding of the world. Leadership skills can be developed through the reading of literature. On course Link, I have provided a list of books from which you may choose. Please note that these books are first come first serve. That is, only one person in the class may read this book. Your task will be to identify the key leadership principles identified in the book (not always easy) and connect them back to concepts discussed and taught in class as well as to your own life. More specific details are posted on CourseLink. In addition to a written report, you will be required to conduct a 10 minute riveting Ted talk that was inspired from the book that you chose to read.

Writing an Ethical Dilemma

(10%)

The class as a team will select the twelve (12) companies of study for the Management 1000 F'18 student cohort. See details for the Management 1000 culminating project found in course Link. The Management 1000 students at the end of the semester compete in 'The Great Ethical Dilemma Case Competition.' Management 3030 students will each submit their written proposal for a fictitious but realistic ethical dilemma faced by one of the 12 companies selected above. As a team, we will select the top 12 dilemmas to be utilized at the competition, F'18. Details to follow.

Business Pentathlon (30%)

On May 11, 2018, the College of Science will once again host the Science Olympics targeted at 1000 grade 9-12 high school students from the province. This year the College of Business & Economics will add additional events to these Olympics in an effort to attract more students. This year, 2018 is the anural Business Pentathlon event. The shell of this event was inspired from your predecessors from this class in W'17. Management 3030 students this year must plan, organize, manage and execute this event targeted at recruiting top high school students from across Ontario to the Bachelor of Commerce program. The challenge is to plan and execute a one day event where potential students will compete in five different Business competitions, exposing students to all University of Guelph has to offer. During this event, grade 9-12 students will have an opportunity to travel to campus, and experience both CBE and college life. The logistics, the content (including cases used, structure of the competition etc.), marketing and sales are completely left to your discretion (with a coach's guidance). This is an excellent opportunity for students to develop their project management, leadership and communication skills. A great CV builder. Details will be discussed during class-time.

Cool Stuff for Current CBE students Campaign (20%)

The College of Business and Economics has so many unique and engaging learning experiences, events & clubs available for its students, however, surprisingly, many students do not participate. In some cases, it may be due to lack of interest, however in most cases students are unaware of what is available to them and if they are aware have no idea on how this particular experience may benefit their overall development or their future careers. The 'Cool Stuff' campaign will develop Management 3030 student's research & communication skills as well as develop skills necessary to enhance student engagement.

Course Resources

Required Texts:

1. You are responsible for purchasing or borrowing the book chosen for your Leadership Book Assignment.

Other Resources:

CourseLink (courselink.uoguelph.ca) is THE source for all things related to MGMT*3030—assignment descriptions, news, discussion boards, course notes, electronic drop boxes, grades, etc.

Course Policies
Grading Policies

1. ***Late Policy:***

   The CourseLink DropBox timestamp will be the sole arbitrator to determine whether an assignment is late or not. DropBox is set up so that you can submit early drafts of work—only the last one submitted will be graded—but all submissions will be saved. Submit early and submit often to avoid late penalties. The CourseLink DropBox will send out an automated acknowledgement e-mail that the work has been successfully uploaded. Late Journal submissions will lose 5% of the grade after 12 hours past the due date and then will be a zero after that. The benefits from journaling are only achieved if they are completed in a timely basis and completed often. If you are not at seminar and miss the group discussion on the topic then your journal submission will also not be accepted for that week. Specific due dates and penalties for each assignment can be found on Course Link.

2. ***Turnitin.com:***
   In this course, we will be using Turnitin, integrated with the CourseLink Dropbox tool, to detect possible plagiarism, unauthorized collaboration or copying as part of the ongoing efforts to maintain academic integrity at the University of Guelph.

   ALL submitted assignments will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com site.

   A major benefit of using Turnitin is that students will be able to educate and empower themselves in preventing academic misconduct. In this course, you may screen your own assignments through Turnitin as many times as you wish before the due date. You will be able to see and print reports (like the Originality Report) that show you exactly where you have properly and improperly referenced the outside sources and materials in your assignment.

3. ***Document Format:*** *All written documents must be in Adobe's Portable Document Format (PDF) unless I Excel spreadsheet is assigned. You can create your document using Microsoft Word, Apple's Pages, Google Docs, etc., but the final submission must be in PDF (unless Excel is requested)-**I cannot read Apple pages.***

4. ***Technology Policy:***
   Technology-related issues will NOT be considered grounds for an ex-tension to assignment deadlines or a reason to forgive a penalty for late or wrong format submissions. You need to ensure you plan for potential technology challenges or issues. 'No internet access' is NOT grounds for a late submission. The availability of free internet in many places as well as the ability to Hot spot phones makes this excuse non-valid. I strongly recommend that you back up your work, use google docs, shared dropboxes, email, etc…to ensure that you do not lose your work. During presentations, I strongly recommend you pre-test the technology (including sound etc…). There will be NO extra time to resolve technical difficulties. Always plan for a technical challenge, by coming to class early to test your technology and by having a back-up plan in case your audio visual does not work. There are many times in business where the technology is not working; when you only have one chance the show must go on!

   No academic consideration will be given for technology-related issues.

Please note that these policies are binding unless academic consideration is given to an individual student.

5. **Course Policy on Group Work:**
Work submitted by a team of students will be allocated one grade. Therefore, teams must work together to ensure that their submission is representative of the entire team. If plagiarism is detected through turnitin the entire team will be held responsible for the misconduct and will be penalized accordingly (at Guelph this also entails a visit to the Dean's office). Make sure that once your document is complete that it flows as one document and that there is no plagiarism within the document. When grading, the group submission should be a cohesive (not a cut and paste of various different parts from different individuals). All members of the team get a grade for the final document; there are not different grades for different parts. The only time that a student will be graded separate from the team is in the case of on-going free-riding behaviours identified by others.

6. **Communication**
I will be available for a meeting via appointment or drop-in. I have an open door policy for Management 3030 students.

All e-mail communication sent from students to instructors and from students to staff, must originate from the student's own U of Guelph e-mail account. This policy protects confidentiality and confirms the identity of the student. It is the student's responsibility to ensure that communication is sent to the university from an U of Guelph account. If an instructor becomes aware that a communication has come from an alternate address, the instructor may not reply at his or her discretion.
- *Please READ the Course Outline and/or assignment instructions and/or Courselink Discus-sions <u>before</u> sending out an e-mail. Often the answer is already found therein!*
- *Start the subject line of your email with MGMT*3030; makes it easy to sort out your requests from other emails.*

Check COURSELINK daily. Any changes and critical information will be posted on COURSELINK. You are responsible for making yourself aware of any changes made to the course by checking COURSELINK daily.

7. **Course Modification Warning:**
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 his/her U of Guelph email and course website on COURSELINK daily during the term and to note any changes.

8. **Course Policy regarding use of electronic devices and recording of lectures:**
Electronic devices—phones, tablets, laptops: you may bring and use your device in class. However, as this is a small class and in the interest of 'Deep thoughts', I will insist that your handheld devise be turned off and that your laptop only be used for classroom exercises, otherwise both laptop and handhelds will be turned off.

Electronic recording—electronic recording of classes is expressly forbidden without consent of the instructor. When recordings are permitted (e.g., in the case of a CSD student) they are solely for the use of the authorized student and may not be reproduced, or transmitted to others, without the express written consent of the instructor.

Academic Consideration
When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for Academic Consideration:

www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml

Academic Misconduct
The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.

University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar:
www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml

Accessibility
The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Centre for Students with Disabilities as soon as possible.

For more information, contact CSD at 519-824-4120 ext. 56208 or email csd@uoguelph.ca or see the website: www.csd.uoguelph.ca

Course Evaluation Information
Please refer to the Course and Instructor Evaluation Website: courseeval.uoguelph.ca.

Drop date
The last date to drop one-semester courses, without academic penalty, is Friday, March 9th. For regulations and procedures for Dropping Courses, see the Academic Calendar:
www.uoguelph.ca/registrar/calendars/undergraduate/2017-2018