



**MBA(FSL) Program Dalhousie University
School of Business Administration
Faculty of Management**

BUSI 6326 – Management Skills Development

Summer/2019

**Professor Albert James
Office Hours By Appointment**

**Phone: 902-494-4589
E-mail: Albert.James@dal.ca**

I am readily available to you as required, just contact me via phone, email, or text, and we will arrange a time to talk.

Course Description:

BUSI 6326 is a required MBA-FS and MBA-L course in organizational and managerial theory and practice relative to how human beings function in organizations. Focused primarily on skill set development, BUSI 6326 provides the student with an introduction to the practical application of theory in managing people for success, all within the context of the external and organizational forces that impact management. We will address specific organizational behaviour and general management knowledge requirements for today's managers and focus on enhancing the student's capacity for creative application of that knowledge to achieve success. In particular, BUSI 6326 builds the student's qualitative managerial skills and the student's ability to reason from both qualitative and quantitative information as a means for integrating knowledge with other MBA-FS and MBA-L courses. Students will practice using the knowledge derived from their reasoning skills to formulate effective courses of action in an organization and practice persuading others to set those courses of action in motion.

Learning Objectives:

By the end of this course, you should have developed the following:

- A basic knowledge of fundamental theories and practices involved in managing people within an organization.
- An improved range of managerial skills for engaging common organizational problems in ways that move the organization forward toward success.
- An appreciation of the range of qualitative managerial reasoning skills and how managers integrate qualitative and quantitative managerial skills to create organizational value.
- Enhanced capacity and capability to derive useful organizational knowledge, to reason from that knowledge, and to prepare and present persuasively that knowledge to other organization members.
- An understanding of what constitutes functional and ethical behaviour within the workplace relating to people management issues.

Text and Course Web Sites:

Clampitt, P. G. (2013). *Communicating for Managerial Effectiveness*. 6th Edition. Los Angeles: Sage.

Clampitt Text Student Support Web Site: <http://mycme6.com/>

Clampett Text Supplemental Support Web Site (“Dr. So-What?”): <http://drsowhat.com/>

Mintzberg, H. (2009). *Managing*. San Francisco: Berrett-Koehler, Inc.

Various articles, videos, and other readings assigned for specific lessons. You will find links to these additional materials in the class Learning Steps and Viewing Guides found on your Course website.

Class Brightspace Site:

The class Brightspace site will provide you with electronic copies of course materials.

Grading Scale for MBA Students

Grading Scale as per Dalhousie Faculty of Graduate Studies Calendar
Regulation 6.6.2 Grading Policy

Letter Grade	Numerical % equivalent
A+	90 - 100
A	85 - 89
A-	80 - 84
B+	77 - 79
B	73 - 76
B -	70 - 72
F	0-69

The practice of the School of Graduate Studies is to NOT round up; for example, 84.5 is considered at A-

Assessments and Weighting:

Application Assignment	20%
Individual Practicum	30%
Group Practicum	20%
Managerial Philosophy and Practice Paper	20%
Course Contribution	10%

NOTE:

As per FGS regulations students must obtain a final course grade of 70% (B-) or higher to pass the course.

Course Capabilities

Course graded events assess student performance across four essential capabilities:

Capability 1 – Command of contemporary course material that informs and builds managerial skills.

Capability 2 – Ability to reason with common managerial heuristics and methods and to derive reasonable courses of value-creating actions.

Capability 3 – Ability to persuade other organization members to accept potential courses of value-creating action.

Capability 4 – Development of a personal managerial practice philosophy and a plan for sustaining and renewing that philosophy into the future.

These four capabilities are an essential part of a professional managers repertoire of useful skills.

Assessments

The course assessments are all designed to facilitate the student's development of useful skills for engaging common managerial problems. Most assessments take the form of Practicums – the practical application of knowledge by professionals to solve the common problems that occur in professional practice. The practicum assessments enable students to build useful skills as they apply the course knowledge to problematic situations drawn from every day management.

Application Assignment

Capabilities Assessed: 1, 2, & 3.

The Application Assignment enables students to apply knowledge from Modules 1 and 2 to build and refine their managerial skill set.

Individual Practicum

Capabilities Assessed: 1, 2, & 3.

The Individual Practicum enables students to apply knowledge from Module 3 to build and refine their managerial skill set. A portion of the Individual Practicum will be completed at the Intensive Session. More importantly, the Individual Practicum serves as a comprehensive individual assessment that addresses the student's managerial capacity for applying knowledge to create organizational value.

Group Practicum

Capabilities Assessed: 1, 2, & 3.

The Group Practicum is completed as part of the intensive session and serves as the final exam for the course. The Group Practicum represents a comprehensive assessment of the student's knowledge application and managerial skill abilities as learned from each of the course modules and as refined during the intensive sessions. The Group Practicum also assesses the student's collaborative and quick adaptation skills in effectively engaging difficult, realistic managerial problems collectively within a short time frame.

Managerial Philosophy and Practice Paper

Capabilities Assessed: 4.

The Managerial Philosophy and Practice Paper is a systematic, guided assignment that enables students to (1) craft their own personal philosophy of management, (2) frame their own desires and plans for practicing their philosophy as professional managers, and (3) develop a renewal plan for sustaining their philosophy and practical skills into the future.

Course Contribution

Capabilities Assessed: 1, 2, 3, & 4.

Course contribution includes your active engagement with and responses to class discussion questions as well as your contributions to the course intensive sessions. The structure of the intensive sessions requires high levels of student contribution and peer collaboration/support. Students will also engage three discussion questions during the course.

Live Q and A Sessions

The course has no 'live classroom' sessions as the material usually covered in a live classroom are embedded in the course videos and learning guides. The course does offer four live question and answer sessions with the class professor. These sessions will focus on answering student questions about the course assignment, practicums, and paper. The professor will also answer any other questions students may have regarding course material and progress.

Intensive Sessions

Every course in the MBA(FSL) program has an intensive as part of the course. The intensives are mandatory part of the course and must be attended. If for any reason you are unable to attend an intensive, please contact both the professor and the CFAME office.

The Intensive sessions for BUSI 6326 focus on developing the student's capacity to manage common organizational challenges effectively and on integrating the course learning outcomes into the students' everyday managerial practice.

Ground rules:

All student and professor interactions should be in a manner befitting professional managers.

During the Intensive session:

Please turn off your cell phones before class begins.

Computers and other media should be individually self-managed so as to contribute to the class's learning environment rather than detract from it.

If an occasion arises that requires you to be absent or to leave early, please let the professor know in advance.

Certificates of illness:

Medical notes must be submitted to the MBA Program office or Professor, whichever you prefer. Please note that it is a university regulation that medical notes will not normally be accepted after a lapse of more than one week from the examination date.

Students with Disabilities:

Students may request accommodation as a result of barriers related to disability, religious obligation, or any characteristic under the human rights legislation.

Students who require academic accommodation for either classroom participation or the writing of tests and exams should make their request to the Advising and Access Services Center (AASC) prior to or at the outset of the regular academic year. Please visit www.dal.ca/access for more information and to obtain the Request for Accommodation form.

A note taker may be required as part of a student's accommodation. There is an honorarium of \$75/course/term (with some exceptions). If you are interested, please contact AASC at 494-2836 for more information or send an email to notetaking@dal.ca

Please note that your classroom may contain specialized accessible furniture and equipment. It is important that these items remain in the classroom, untouched, so that students who require their usage will be able to fully participate in the class.

Academic Integrity in the Faculty of Management:

In general:

The commitment of the Faculty of Management is to graduate future leaders of business, government and civil society who manage with integrity and get things done. This is non-negotiable in our community and it starts with your first class at Dalhousie University. So when

you submit any work for evaluation in this course or any other, please ensure that you are familiar with your obligations under the Faculty of Management's Academic Integrity Policies and that you understand where to go for help and advice in living up to our standards. You should be familiar with the Faculty of Management Professor and Student Contract on Academic Integrity, and it is your responsibility to ask questions if there is anything you do not understand.

Dalhousie offers many ways to learn about academic writing and presentations so that all members of the University community may acknowledge the intellectual property of others. Knowing how to find, evaluate, select, synthesize and cite information for use in assignments is called being "information literate." Information literacy is taught by Dalhousie University Librarians in classes and through Dalhousie Libraries' online [Citing & Writing](#) tutorials.

Do not plagiarize any materials for this course. For further guidance on what constitutes plagiarism, how to avoid it, and proper methods for attributing sources, please consult the University Secretariat's [Academic Integrity](#) page.

Please note that Dalhousie now subscribes to SafeAssign.com, a computer based service that checks for originality in submitted papers. Any paper submitted by a student at Dalhousie University may be checked for originality to confirm that the student has not plagiarized from other sources. Plagiarism is considered a very serious academic offence that may lead to loss of credit, suspension or expulsion from the University, or even the revocation of a degree. It is essential that there be correct attribution of authorities from which facts and opinions have been derived. At Dalhousie, there are University Regulations which deal with plagiarism and, prior to submitting any paper in a course; students should read the Policy on [Intellectual Dishonesty](#) contained in the Calendar.

Furthermore, the University's Senate has affirmed the right of any instructor to require that student assignments be submitted in both written and computer readable format, e.g.: a text file or as an email attachment, and to submit any paper to a check such as that performed by the SafeAssign anti-plagiarism software. As a student in this class, you are to keep an electronic copy of any paper you submit, and the course instructor may require you to submit that electronic copy on demand. Use of third-party originality checking software does not preclude instructor use of alternate means to identify lapses in originality and attribution. The result of such assessment may be used as evidence in any disciplinary action taken by the Senate.

Finally:

If you suspect cheating by colleagues or lapses in standards by a professor, you may use the confidential email: managementintegrity@dal.ca which is read only by the Assistant Academic Integrity Officer.

Faculty of Management clarification on plagiarism versus collaboration:

There are many forms of plagiarism, for instance, copying on exams and assignments. There is a clear line between group work on assignments when explicitly authorised by the professor and copying solutions from others. It is permissible to work on assignments with your friends but only when the professor gives you permission in the specific context of the assignment.

University rules clearly stipulate that all assignments should be undertaken individually unless specifically authorised.

Specific examples of plagiarism include, but are not limited to, the following:

- Copying a computer file from another student, and using it as a template for your own solution
- Copying text written by another student
- Submitting the work of someone else, including that of a tutor as your own

An example of acceptable collaboration includes the following:

- When authorised by the professor, discussing the issues and underlying factors of a case with fellow students, and then each of the students writing up their submissions individually, from start to finish.

STATEMENT ON THE USE OF SCENTED PRODUCTS

Dalhousie University and the organizations which represent students, faculty and other employees support the efforts of the Dalhousie University Environmental Health and Safety Committee to create a scent-free University. In consideration of the difficulties that exposure to these products cause sensitive individuals, the University encourages faculty, staff, students and visitors to avoid the use of scented personal care products. Thank you for helping us all breathe easier!

ROWE SCHOOL OF BUSINESS ACCREDITATION

As an AACSB (Association to Advance Collegiate Schools of Business) accredited university, Dalhousie University's business programs are subject to Assurance of Learning (AOL) standards. During the semester anonymous data may be collected to assess if AOL goals and objectives are being met. The data collected will be used for program improvement purposes only and will not impact nor be associated with student grades.

BUSI 6326 CLASS SCHEDULE Fall 2019

DATES	TOPICS & ACTIVITES	REQUIREMENTS
Week of Tuesday September 3, 2019	Course Overview Module <ul style="list-style-type: none"> • Course Overview Video • Using Text and Web Resources Video • Engaging the Course Assignments Video • Writing the Managerial Philosophy Paper Video 	Review course syllabus, textbooks, and assignment sheets and ask clarification questions as necessary. Complete the course overview module and lecture videos as assigned.
Thursday September 5, 2019 Time 9 PM HALIFAX TIME	Live Question and Answer (Q&A) Session #1	Review course requirements, graded events, and activities. Review how to use the course texts and web resources.
Module 1 – Understanding Organizations and Management		
Week of September 9	Module 1 – Lesson 1 How Organizations Work	Complete readings and lecture videos as assigned.
Week of September 16	Module 1 – Lesson 2 Managing Complex Organizations	Complete readings and lecture videos as assigned.
September 16	Discussion Question #1 posted	Review discussion and post your response.
Week of September 23	Module 1 – Lesson 3 Organizational Culture and Ethics	Complete readings and lecture videos as assigned.
Wednesday September 25 Time 9 PM HALIFAX TIME	<ul style="list-style-type: none"> • Live Q & A Session #2 	Review requirements for the Application Assignment

Module 2 – Qualitative Skills for Managers		
Week of September 30	Module 2 – Lesson 1 What are Qualitative Managerial Skills?	Complete readings and lecture videos as assigned.
Week of October 8	Module 2 – Lesson 2 Effective Managerial Persuasion	Complete readings and lecture videos as assigned.
Monday October 14 Time 11:59 PM HALIFAX TIME		Application Assignment Due
Module 3 – Common Managerial Challenges		
Week of October 15	Module 3—Lesson 1 Selecting and Using Communication Technologies Module 3 – Lesson 2 Managing Data, Information, Knowledge, and Action	Complete readings and lecture videos as assigned.
Week of October 21	Module 3 – Lesson 3 Providing Performance Feedback Module 3 – Lesson 4 Communication across Organizational Boundaries	Complete readings and lecture videos as assigned.
October 21	Discussion Question #2 posted	Review discussion and post your response.
Week of October 28	Module 3 – Lesson 5 Structuring and Using Robust Decision- Making Practices	Complete readings and lecture videos as assigned.
Week of November 4	Module 3 – Lesson 6 Communicating about Change Module 3 – Lesson 7 Cultivating the Innovative Spirit	Complete readings and lecture videos as assigned.

Wednesday November 6 Time 9 PM HALIFAX TIME	Live Q & A Session #3	Review requirements for the Individual Practicum
Week of November 11	Module 3 – Lesson 8 Building a World-Class Communication System	Complete readings and lecture videos as assigned.
November 11	Discussion Question #3 posted	Review discussion and post your response.
Module 4 – Management as a Professional Practice		
Week of November 18	Module 4 – Lesson 1 Practicing Management Part 1	Complete readings and lecture videos as assigned.
Wednesday November 20 Time 9 PM HALIFAX TIME	Live Q and A Session #4	Review requirements for Managerial Philosophy Paper and Intensive Session
Week of November 25	Module 4 – Lesson 2 Practicing Management Part 2	Complete readings and lecture videos as assigned.
Monday December 02 Time 11:59 PM HALIFAX TIME		Managerial Philosophy and Practice Paper Due
Section 98: Dec 17-19 Section 99: Dec 9-11	Intensive Session #1 – 3	Assignments will be given during the sessions.
Section 98: Dec 20 Section 99: Dec 12	Intensive Session #4	Group Practicum
Section 98: Dec 20 Section 99: Dec 12 Time 11:59 PM HALIFAX TIME		Individual Practicum Due