

Management and Organizational Studies 4400B Field Project

CONTACT INFORMATION

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And by appointment

CLASS INFORMATION

Tuesdays, 12:30 – 3:30

Room 19

COURSE DESCRIPTION

In this course students will be removed from the typical structured learning environment in the classroom setting and will be challenged to deal with ambiguous, complex and unstructured problems. Students will be provided with the opportunity to interact with the management of a client organization from the community. In small groups, students will be required to complete one consulting engagement where they will be responsible for providing recommendations on important issues critical to the success of the organization. Students must consider the impact of their recommendations on all aspects of the organization.

COURSE LEARNING OBJECTIVES

At the end of this course students will be able to:

1. Summarize and discuss the consulting process;
2. Develop a strategy, including information to gather and analysis to conduct, to address client issues;
3. Analyze client issues using knowledge gained and tools learned from MOS 4400B, other MOS and university courses;
4. Deliver and defend recommendations and action plans both orally and in writing;
5. Assess and carry out appropriate communication strategies to interact with clients, employees, course instructor, fellow students, research associates and other stakeholders;
6. Demonstrate effective team work skills;
7. Demonstrate expected workplace behavior, for example, participation, persuasion, leadership, collaboration, engagement and attendance; and
8. Reflect on experiences, challenges, successes, disappointments and learning gained from the project.

COURSE STRUCTURE AND CONTENT

Course content will include an introduction to the role of the consultant and the consulting process, a review of information gathering techniques and effective communication strategies.

The instructor will be responsible for securing the client organization and forming consulting team membership. A key contact from the selected organization will present relevant information to the class and students will have limited access to the client after this time. It is the responsibility of the team to handle the division of labour, coordination and management of the group.

Students will be required to work with their teams on the consulting project outside of the regularly scheduled class time. Occasionally students will be provided with class time for this work. A combination of lectures, guest speakers, and discussions may be used to present relevant information.

COURSE MATERIALS

The following course package is **required** for students registered in Management and Organizational Studies (MOS) 4400B at Brescia University College:

Management & Organizational Studies 4400B, *Selected Readings*. January 2014.

You will be participating in a Myers-Briggs Type Indicator® (MBTI®) assessment through Psychometrics Canada as part of this course. **The fee for this assessment is \$32** and must be forwarded to your instructor or Courtney McDonald from the Student Life Centre **by January 17, 2014**. There are no refunds available once you have paid the fee.

The following books are **optional**:

Bender, Peter Urs, Secrets of Power Presentations, The Achievement Group (2000)

Cope, Mick, The Seven Cs of Consulting, Second Edition, Pearson Education Limited (2003)

Thompson, Michael and Richard Mimick, Business Diagnostics: The Canadian Edition, Trafford Publishing

Wood, Donald, Handbook for Canadian Consultants: Turning Your Expertise into A Successful Small Business, McGraw-Hill Ryerson (1999)

COURSE PREREQUISITES AND ANTIREQUISITES

Prerequisite: Enrolment in Year Four of the BMOS program.

Antirequisite(s): MOS 3398A/B, or the former MOS 398A/B if taken in 2005/06, 06/07, 07/08, or 08/09.

TEACHING METHODOLOGY AND EXPECTATIONS OF STUDENTS

Confidentiality

The consulting engagement within the course is considered a professional consulting relationship and may require access to sensitive organization information. Students will be expected to handle this information on a 100 per cent confidential basis. No student in the class shall reveal to anyone outside of the class anything reported to them by the client organization. All students participating in the course must sign a confidentiality agreement.

Expectations

All students registered in the course must complete the online tutorial (<http://pre.ethics.gc.ca/english/tutorial/>) on ethics of the Tri-Council and submit the certificate of completion to the instructor by **January 28, 2014**.

Students are expected to be fully engaged in the entire learning process. This means devoting time and energy to preparation before class, listening to others during class discussions and engaging in class discussions.

CLASS ETIQUETTE

Attendance

Attendance at all classes in this course is expected; however, circumstances may arise which make it impossible for you to attend. For this reason students' contribution grades will not be penalized for missing one class during the semester. Absences exceeding the one allowable will count as a grade of 0 for the daily contribution score thereafter. If you believe your absence warrants academic accommodation then you must make an appointment with your home campus academic advisor who will determine if accommodation should be granted. Under University regulations, your instructor can determine at which point absenteeism has become excessive and approach the Dean who may prevent you from writing the final exam, thus preventing you from passing the course. **At the discretion of individual instructors, any student who misses more than 25% of scheduled classes will receive a class contribution grade of 0 out of 10 for the course.**

Student Use of Technology in Class

Talking privately with classmates or using your computer during class for personal activities such as reading/writing e-mail, surfing the Web, playing games, etc. is distracting for others, is not conducive to your own learning, and is disrespectful to the instructor. In addition, cell phones ringing during class will not be tolerated: please ensure your phones are turned OFF prior to entering the classroom and placed inside a bag (not on a desk or in your pocket). **Texting in class will result in an immediate "0" in contribution for that class.**

A Note Regarding Email

Email is a useful communication tool, especially if used for sharing information; however, it is not a good tool for discussion or for decision making. Therefore please follow these guidelines regarding the use of email in this course:

1. Email is fine for sharing info (e.g. you will be absent or late for class, what assignments are planned for class that week).
2. Email is fine for setting up meetings and appointments.
3. It is useful for simple questions of clarification, but do not use it for anything that requires more than a one or two sentence response. Instead, make an appointment with your instructor to discuss more complex questions.
4. Email is not an appropriate way to discuss grades or an issue with group dynamics, please make an appointment to discuss in person.
5. Email, although informal, still requires a tone of respect and proper language. Rudeness and disrespect will not be tolerated.
6. I will check email on a daily basis Monday through Friday during the term. I will try to respond to your emails as promptly as possible, usually within 24 hours. Instantaneous responses will not be possible.

Appointments

If you wish to meet with your instructor it is recommended that see your instructor during the designated weekly office hours or that you make an appointment. Appointments can be arranged by approaching your instructor after class or by sending an email to set up a mutually convenient time.

Make sure to be on time, have an objective for the discussion and bring a copy of your paper or exam if you wish to discuss it.

Privacy

In order to respect privacy laws, and the privacy of individual students, the only methods student grades will be communicated will be via course website, direct contact with your professor or on a test/exam/report/essay paper. Your professor is not able to email your grade to any email address.

Student grades are confidential. Please take this into consideration when sharing your grades or asking others to share their grades. Your choice to share your grades will not be taken into consideration in any grading decision made by your professor and in order to respect the privacy of each student, the professor will only discuss individual grades with the student in question.

The University is committed to protecting specific types of information, which, if disclosed, could reasonably be expected to result in harm to the University, an identifiable individual, or a third party. As a result, your professor is not able to release any information including, but not limited to, a student's personal information, attendance or grade records, to anyone other than the individual involved.

EVALUATION

Students must complete all elements of evaluation in order to receive a passing grade in the course. There will be no reweighting of components within the course. Please note that grades cannot be adjusted on the basis of need. Your mark in the course will be the mark that you earn based on your demonstrated understanding of the course content. Extra credit assignments are not available and tests and exams cannot be rewritten to obtain a higher mark. Once a student has written a test or examination she is committed to the mark earned.

Component	Timing	Learning Objective	Weight
Individual Client Proposal	Tuesday, February 25	1., 2., 4.	10%
Client Progress Meeting	Tuesday, March 18	2., 3., 4., 5., 6.	10%
Client Presentation	Tuesday, April 8	3., 4., 5., 6.	40%
Class Contribution	Every Class	1., 5., 7.	10%
Individual Reflection Paper	Due: Tuesday, April 15	8.	30%

This course will require the submission of all written material to TurnItIn.com.

Evaluation Component Descriptions

Individual Client Proposal

Students will be required to prepare a written proposal *directed to the client*. Think of this proposal as a sales pitch to the client. Why should the client hire you over all of the other consultants she has met? What will you do to add value to the organization? How will you gain the confidence of the client?

The proposal should provide clear objectives for the engagement along with the proposed forms of research and analysis to be undertaken. The outcomes of your work should also be clearly presented. Consider framing this information as a series of steps (i.e. Step 1 will involve gathering information from your customers to...). The client should have a very clear understanding of what the consultant(s) will do to help the organization address the issues, problems and opportunities presented. The proposal *should not* present recommendations. After all, you have not done any research or analysis at this point. It is a process document.

The proposal should be no more than four pages (single spaced) in length. An electronic version of the proposal must be submitted to turnitin through the course website. Late proposals will receive a **10% deduction** for each 24-hour period the proposal is late.

Client Progress Meeting

Teams will be required to meet with the instructor (all team members must be present) where they will submit a brief report and discuss team progress. The purpose of this report and meeting is as follows:

- Provide reassurance that the team is making progress, that the project is going smoothly and that it will be completed by the expected date;
- Allow for a discussion about research findings, analysis conducted/planned and a preliminary discussion of possible recommendations;
- Give the instructor the opportunity to evaluate work on the project, provide additional guidance and request changes if necessary;
- Give teams the chance to discuss problems or obstacles; and
- Force teams to establish a work schedule so that the project will be completed on time.

The progress report should be a total of two to three pages (point form is acceptable) and should include the following headings:

- Summary of work completed, work in progress, and work remaining
- Preliminary recommendations
- Potential problem areas
- List of research sources (contact list of organizations/individuals consulted, websites, publications, etc.)
- Anything else applicable

Groups will be assessed on their ability to lead the meeting, concisely summarize progress, ask questions and present discussion points.

Client Presentation

Teams will be required to make a 20 minute maximum presentation to the client with a maximum 10 minute question and answer period. The presentation should be *directed to the client*. A copy of the presentation must be provided in advance to both the instructor and client. Teams may also be required to submit supporting research or other documentation as requested by the client.

Both the instructor and the client will evaluate the presentation. The grade will be the same for each team member. It will be based upon the clarity, quality and feasibility of the actions you propose. In the rare instance of unequal student contribution, the instructor, at her discretion, may assign differential grades.

Contribution

Contribution by each and every student is a cornerstone of any effective learning experience. Active class involvement augments the learning experience, increases assimilation of material and stimulates the level of class discussion. Students' contribution to this course is initiated through thorough class preparation. Contribution is expected to be relevant to the current discussion and includes answering direct questions, volunteering answers, advancing the discussion to a new issue, developing one side of an argument, clarifying difficult concepts and asking questions pertinent to the topic. Class contribution may also include assignments, hand-ins, group evaluations and prompt attendance. Just as important is listening attentively to your classmates and critiquing ideas constructively.

Contribution will be graded on a daily basis. Attending class is important but minimal credit will be given for attendance alone. If you are unable to attend a class for any reason you must advise your instructor in advance so that your absence will not negatively affect your contribution grade. Students are encouraged to speak to the instructor if they have concerns about their performance or if they would like to discuss

strategies to support regular contribution.

Reflection Paper

The individual reflection paper assignment will allow the student to communicate insights and observations about her experiences over the course of the consulting project(s). Reports must be formatted with a 1-inch margin on all sides, double-spaced, using a Times New Roman 12-point font and be no longer than eight pages. The reflection paper format should consist of an introduction, body, and a conclusion. The tone; however, may be informal. Reflection papers might address the following questions:

If any, describe the differences between your expectations versus the reality of the project.

- What connections do you see between this experience and what you have learned in your university courses?
- What did you learn from this experience that you could apply to new experiences?
- Was there anything which made you either uncomfortable or discouraged or, on the other hand, inspired or surprised you?
- Identify what was most valuable about this experience, and what you would change if you had the opportunity to repeat this activity.
- If you were the client, what would you think of yourself and the work you performed?

An electronic version of the paper must be submitted to turnitin through the course website. Late papers will receive a **10% deduction** for each 24-hour period the paper is late.

ACADEMIC ACCOMMODATION

If, on medical or compassionate grounds, a student is unable to complete a course component worth **greater than 10 per cent** of the final course grade, it is the responsibility of the student to consult with an Academic Advisor and follow the procedures documented in the “**POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES**” on page 9 of this outline.

For academic accommodation to be considered for any course component worth **less than 10 per cent** of the final course grade, it is the responsibility of the student to approach the course instructor in a timely fashion (within two business days of the missed deadline). Documentation may be required to be submitted to the academic advisor. If documentation is required, the request for accommodation will be decided by the academic advisor in consultation with the instructor. If documentation is not required, the instructor will make the final decision. The policies governing requests for academic accommodation for course components worth 10 per cent or more of the course grade are outlined in the Academic Policies section included at the end of the course outline.

Dropping a Course

In order to drop a course without academic penalty, you must drop the course by the following date:

Winter Term Half Credit Course February 15

For further details, check the online academic calendar in the registrar’s website or check with your academic advisor.

To book an appointment with one of Brescia’s Senior Academic Advisors, call 519.432.8353, extension 28266.

BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation on medical grounds will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are not grounds for academic accommodation.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded under the Medical Documentation heading of the following website: <https://studentservices.uwo.ca/secure/index.cfm> . If it is not possible to have an SMC completed by the attending physician/nurse practitioner, the student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation. All documentation is to be submitted to an Academic Advisor.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full statement of University policy regarding extensions of deadlines or makeup exams can be found at <http://www.westerncalendar.uwo.ca/2013/pg117.html>

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, www.registrar.uwo.ca, for official dates). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory.

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the

knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com.

Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section on Academic Rights and Responsibilities in the Western Academic Calendar.

6. PREREQUISITES AND ANTIREQUISITES

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Similarly, you will also be deleted from a class list if you have previously taken an antirequisite course unless this has the approval of the Dean. These decisions may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course because you have taken an antirequisite course.

7. SUPPORT SERVICES

The Brescia University College Registrar's website, with a link to Academic Advisors, is at http://www.brescia.uwo.ca/academics/registrar_services/index.html. The Western Registrar's website is at <http://www.registrar.uwo.ca/index.cfm>. The website for the Student Development Centre at Western is at <http://www.sdc.uwo.ca/>. Students who are in emotional/mental distress should refer to Mental Health @ Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.