

Course Outline – HE3349A: Principles of Management

School of Food and Nutritional Sciences

In the event of a COVID-19 resurgence during the course that necessitates the course moving away from in-person delivery, course content may be delivered online either synchronously (i.e., at the times indicated in the timetable) or asynchronously (e.g., posted on OWL for students to view at their convenience). There may also be changes to any remaining assessments at the discretion of the course instructor. In the event of a COVID-19 resurgence, detailed information about the impact on this course will be communicated by the Office of the Dean and by the course instructor.

General Information

Course #: HE3349A
Section #: 530
Term: Fall
Year: 2021-22
Delivery: IN-PERSON
Course Day and Time: Thursdays 11:30PM to 2:30PM EST
Course Location: BR-203

Instructor Information

Name: Dr. Peggy O'Neil, PHEc.
E-mail: poneil2@uwo.ca
Telephone number for office appointments: N/A
Office hours for students: ONLINE, Thursdays 8:30AM – 10:30AM EST
Office location: Zoom Meeting

Course Description

An introductory study of management principles, evolution of theories and influence of the behavioral sciences on current management practice. Functions of management, assessment and development of managerial skills. Case studies to help develop analytical and decision-making skills.

Prerequisite(s): [Business Administration 1220E](#). Registration in the Foods and Nutrition modules (Honors Specialization, Specialization, Major).

Extra Information: 3 lecture hours.

Required Course Materials

Essentials of Contemporary Management, 6th Canadian Edition 2016. McGraw-Hill Ryerson. Jones, George, Haddad. **(Available in digital format through UWO Bookstore)**

Learning Outcomes

Upon successful completion of this course, students will be able to demonstrate the Brescia Competencies of Communication, Critical Thinking, Inquiry and Analysis, Problem Solving, Self Awareness and Development, Social Awareness and Engagement, and Valuing by:

1. Identifying the management process of planning, organizing, leading and controlling the efforts of organizing members and of using all other organizational resources to achieve organizational goals (Inquiry/Analysis, Problem Solving).
2. Understanding management as a distinct activity; studying current business conditions (Inquiry/Analysis, Problem Solving, Critical Thinking);
3. Realizing the importance of management functions in professional and organizational success, and the qualities and characteristics of effective management (Self Awareness/Development, Social Awareness/Engagement, Valuing).
4. Identifying personal strengths through self-assessment and reflection exercises including communication and persuasion skills, ethical decision-making, and others (Self Awareness/Engagement, Communication, Valuing).
5. Enhancing oral and written communication skills through class discussion, role play of management scenarios and a group facilitation exercise (Self Awareness/Development, Communication).
6. Ethical reflection through examples of iconic entrepreneurs/managers to contextualize management character, skill and principles in real life (Valuing, Self Awareness/Development, Critical Thinking).

Brescia Competencies

1. Communication

The ability to exchange information and meaning across cultures, space, and time appropriately and correctly. This competency includes oral, written, and interpersonal communication, and the ability to use current or innovative media.

2. Critical Thinking

The ability to engage in thinking characterized by the rational, informed, independent, and open-minded exploration of issues, ideas, and events before accepting or formulating a conclusion.

3. Inquiry and Analysis

The ability to ask questions, examine issues, and reach informed conclusions by breaking down complex issues, exploring evidence, and describing relationships among persons, things, or events.

4. Problem Solving

The ability to create and execute a strategy to answer a question or achieve a goal. Includes being able to anticipate the consequence of a potential solution, select a strategy among several alternatives, and decide when an acceptable outcome has been reached.

5. Self-Awareness and Development

The ability to draw meaning, knowledge and value from honest and fair reflection and self-evaluation. Students are able to recognize their emotions and patterns of thinking, their impact on others, and make a commitment to personal growth.

6. Social Awareness and Engagement

The ability to respect and be open to diversity (e.g. cultural, religious, political) and social justice. Students take personal responsibility to actively engage in and contribute to creating positive change in local, regional, national, or global communities and societies.

7. Valuing

The ability to make decisions or choose actions based on the consistent application of principles expressing fundamental values that are accepted on account of reason or spiritual insight.

ICDEP Competencies

The ICDEP were created by The Partnership for Dietetic Education and Practice (PDEP), a network of professionals from education, regulatory, and professional bodies/associations across Canada. There are 7 inter-related Domains (areas) of Practice Competencies: Food and Nutrition Expertise, Professionalism and Ethics, Communication and Collaboration, Management and Leadership, Nutrition Care, Population Health Promotion, and Food Provision.

For more information on ICDEP competencies please visit the [UWO OWL FN UNDERGRADUATE RESOURCES AND INFORMATION](#) site.

Teaching Methodology and Expectations of Students

This course will be taught using a communities of practice (Wenger & Trayner) pedagogy and experiential learning instructional methodology. Each week, students will participate in class discussions, group case studies, and research team activities. **Accordingly, students must read assigned readings PRIOR to each class in order to be prepared and to contribute to their own and to peer learning outcomes.**

Course policies are as follows:

1. Student access to and engagement with online modules are mandatory.
2. Assignments are due at time and date noted. Late assignments will be reduced by 20% of the value of the assignment. Assignments more than seven days late will NOT be accepted. Late submission of topics or change of topic after the due date will result in a reduction of 10% of the value of the speech.

3. Assignments assigned in groups must be completed as a group. Individual submissions will be automatically reduced by 20%.
4. Requests for academic accommodation must be submitted through the academic advisors.
5. **Re-grading:** If you receive a grade on an assignment and you wish to have it reevaluated, please re-read the assignment instructions and review the grading scheme and comments carefully. If you are still convinced that you have not received the grade that you deserve, prepare a half-page written explanation and submit it with the original assignment and marking scheme. The assignment will be reevaluated based on the strength of your explanation as well as the assignment instructions and grading scheme. There is no guarantee that your grade will go up after re-evaluation, in fact it could even go down. Remember to communicate respectfully and clearly why you believe a grade should be reconsidered.

Requests for regrades must be submitted within one week of return of an assignment **in class**. If you are absent from the class where an assignment is returned, please see the professor during office hours or by appointment to retrieve your assignment. The deadline for submission of a request for regrade is based solely upon the date the assignment is returned in class by the professor

Copyright and Intellectual Property

PowerPoint lecture slides and notes, lists of readings, in-class activities, assignment guidelines, and other components of the course materials are typically the intellectual property of the instructor. Unauthorized reproduction through audio-recording, video-recording, photographing, sharing on social media, or posting on course-sharing websites is an infringement of copyright and is prohibited. Such action may be considered a Code of Conduct violation and lead to sanctions.

Use of Zoom technology

Class presentations and discussions delivered via Zoom will be recorded and posted to OWL in alignment with course pedagogy and in support of student learning outcomes.

Western Technology Services has rules and policies for the use of Zoom, including best practices and information on Zoom's privacy and security can be found here:

<https://wts.uwo.ca/zoom/best-practices.html>.

Students are expected to abide by Western Technology Services rules for the use of Zoom including:

- Do not post group pictures of your meeting on social media without consent from each participant;
- Be mindful of what is in your background during your meeting;
- Be aware of who can listen to your meeting;
- Use the options within a platform to control screen/whiteboard sharing and who has access to your meeting (waiting room, password, distribution of link);
- When sharing screens, ensure no private information is open on your desktop;
- Let your participants know if you are going to record the session.

Evaluation

Evaluation Breakdown:

Component	Weight	Date/ Deadline	Learning Outcome	Brescia Competencies
Management Community of Practice	20%	On-going	1, 2, 3, 4, 5, 6	1, 2, 3, 4, 5, 6, 7

Midterm Exam (ONLINE)	25%	Oct. 14	1, 2, 3, 4, 6	1, 2, 3, 4
Recruitment Assignment	15%	Oct. 28	1, 2, 3, 4, 6	1, 2, 3, 4
Research Paper/Term Case Analysis	40%	Dec. 2	1, 2, 3, 5, 6	1, 2, 3, 4, 5, 6, 7

Academic Accommodation

For course components worth 10% or more of the total course grade, please see the Academic Policies and Regulations section at the end of this course outline or consult the Academic Calendar.

For course components worth less than 10% of the total course grade, documentation will be required. Medical or other supporting documentation should be submitted to your Academic Advisor.

Course Content

Topics will be covered in the order listed and any dates listed are meant as a guideline.

Weekly Organizer:

Class	Date	Description	Readings and/or Assignments Due
1.	Sept. 9	<ul style="list-style-type: none">Welcome, Overview and Course FormatCh. 1 - Managers & ManagingCase: Loblaw's Price Fixing	<ul style="list-style-type: none">OWL: Course Outline/ Teaching Approach; AssignmentsChapter 1OWL ResourcesDUE: Team names for Research Paper

2.	Sept. 16	<ul style="list-style-type: none"> Ch. 2 - The Organizational Environment Case: KFC Change in Distributor 	<ul style="list-style-type: none"> Chapter 2 OWL Resources DUE: Topic for Research Paper
3.	Sept. 23	<ul style="list-style-type: none"> Ch. 3 - Decision Making Case: Nutella False Advertising 	<ul style="list-style-type: none"> Chapter 3 OWL Resources
4.	Sept. 30	<ul style="list-style-type: none"> Ch. 4 - Planning & Strategy Case: Kellogg's Morning Food 	<ul style="list-style-type: none"> Chapter 4 OWL Resources
5.	Oct. 7	<ul style="list-style-type: none"> Ch. 5 - Organizational Structure Case: Starbuck's Expansion Ch. 6 - Communication & IT 	<ul style="list-style-type: none"> Chapter 5 & 6 OWL Resources

		<ul style="list-style-type: none"> XL Foods Beef Contamination 	
6.	Oct. 14	<ul style="list-style-type: none"> Midterm Exam (Online via OWL) 	<ul style="list-style-type: none"> Modules 1-6
7.	Oct. 21	<ul style="list-style-type: none"> Ch. 7 - Human Resources Case: Vancouver Cook Shortages 	<ul style="list-style-type: none"> Chapter 7 OWL Resources
8.	Oct. 28	<ul style="list-style-type: none"> Ch. 8 – Motivation Case: Uber Eats Drivers- Labour Strike 	<ul style="list-style-type: none"> Chapter 8 OWL Resources DUE: Recruitment Assignment
	Nov. 1-7	<ul style="list-style-type: none"> READING WEEK 	
9.	Nov. 11	<ul style="list-style-type: none"> Ch. 9 – Leadership Case: Campbell's CEO Retires 	<ul style="list-style-type: none"> Chapter 9 OWL Resources
10.	Nov. 18	<ul style="list-style-type: none"> Ch. 10 – Teams Case: NY State Farm to Schools 	<ul style="list-style-type: none"> Chapter 10 OWL Resources
11.	Nov. 25	<ul style="list-style-type: none"> Ch. 11 - Control & Operations Case: McDonald's Customer Decline 	<ul style="list-style-type: none"> Chapter 11 OWL Resources
12.	Dec. 2	<ul style="list-style-type: none"> Ch 12 – Change Case: Tim Horton's Brand in Trouble 	<ul style="list-style-type: none"> Chapter 12 OWL Resources DUE: Research Paper/ Term Case Analysis DUE: Management Community of Practice

2021-22 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING ACADEMIC ACCOMMODATION

The complete policy regarding [Accommodation for Illness - Undergraduate Students](https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12) can be found at https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12.

Students who have long-term or chronic medical conditions which may impede their ability to complete academic responsibilities should seek Academic Accommodation through Student Accessibility Services (https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_10).

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.

Students who experience an illness or extenuating circumstance sufficiently severe to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

1. Submitting a **Self-Reported Absence** form provided that the conditions for submission are met;
2. For medical absences, submitting a **Student Medical Certificate (SMC)** signed by a licensed medical or mental health practitioner;
3. For non-medical absences, submitting **appropriate documentation** (e.g., obituary, police report, accident report, court order, etc.) to their Academic Advisor. Students are encouraged to contact their Academic Advisor to clarify what documentation is acceptable.

Requests for Academic Consideration Using the Self-Reported Absence Portal

Students who experience an unexpected illness or injury or an extenuating circumstance of 48 hours or less that is sufficiently severe to render them unable to meet academic requirements should self-declare using the online Self-Reported Absence portal. This option should be used in situations where the student expects to resume academic responsibilities within 48 hours. Note that the excused absence includes all courses and academic requirements within the up to 48 hours, it is not intended to provide an excused absence from a single course while students fulfill their academic responsibilities in other courses during that time.

The following conditions are in place for self-reporting of medical or extenuating circumstances:

1. Students will be allowed a **maximum of two self-reported absences** between September and April and one self-reported absence between May and August;
2. The duration of the absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
3. The excused absence will terminate prior to the end of the 48 hour period if the student undertakes significant academic responsibilities (writes a test, submits a paper) during that time;
4. Self-reported absences will **not** be allowed for scheduled final examinations; midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
5. Self-report absences may **not** be used for assessments worth more than 30% of any course;
6. Any absences in excess of 48 hours will require students to present a Student Medical Certificate (SMC), or appropriate documentation;
7. Students **must** communicate with their instructors **no later than 24** hours after the end of the period covered by the Self-Reported Absence form to clarify how they will fulfil the academic expectations they may have missed during the absence.

Request for Academic Consideration for a Medical Absence

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 for illness 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 their academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated.

The following conditions apply for students seeking academic accommodation on medical grounds:

1. Students must submit their Student Medical Certificate (SMC) along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. An SMC can be downloaded from http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf ;
2. In cases where there might be an extended absence or serious issue, students should submit their documentation promptly and consult their Academic Advisor for advice during their recovery period;
3. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, scheduled tests or examinations, and other academic requirements;

4. Students **must** communicate with their instructors **no later than 24 hours** after the end of the period covered by the SMC to clarify how they will fulfil the academic expectations they may have missed during the absence;
5. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the course instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements, arranging Special Exams (make-ups), re-weighting course requirements, or granting late withdrawal without academic penalty.

The [full policy on requesting accommodation due to illness](#) can be viewed at:

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal challenge 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 are not normally considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult your Academic Advisor (https://www.brescia.uwo.ca/enrolment_services/academic_advising/index.php). If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please refer to <http://brescia.uwo.ca/academics/registrar-services/> or the list of official sessional dates in the Academic Calendar (<http://www.westerncalendar.uwo.ca/SessionalDates.cfm?SelectedCalendar=Live&ArchiveID=>).

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.*

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.

Please note that for asynchronous online courses, attendance or participation requirements maybe different than for synchronous or in-person courses.

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 and warranted.

It is important to note that the Academic 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

(http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#SubHeading_68).

4. SCHOLASTIC OFFENCES

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence at:

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_20.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. 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 Scholastic Discipline for Undergraduate Students in the Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Academic Dean's Office, 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.

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 (<http://www.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 is to be sent to the School Chair. If the response of the Chair is considered unsatisfactory to the student, they may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, they may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal and if the matter falls within the jurisdiction of the SRBA. For information on academic appeals consult your Academic Advisor or see the Student Academic Appeals – Undergraduate in the Academic Calendar

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_14.

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices.

6. PREREQUISITES

Unless you have either the prerequisites for a course or written Special Permission from the 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 prerequisite(s).

7. SUPPORT

Support Services

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/> . Students can access supports through Brescia's Student Life Centre (<http://brescia.uwo.ca/life/student-life/>) and Learning Skills Services at Western (<https://www.uwo.ca/sdc/learning/>)

Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can obtain information about how to obtain help for yourself or others through **Health & Wellness at Brescia** (https://brescia.uwo.ca/student_life/health_and_wellness/index.php) and **Health and Wellness at Western**, http://uwo.ca/health/mental_wellbeing/index.html.

Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at https://brescia.uwo.ca/safe_campus/sexual_violence/index.php .

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy, and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.
