



MASTER OF BIOTECHNOLOGY PROGRAM

Compulsory Course Component

BTC 2000H

**EFFECTIVE
MANAGEMENT
PRACTICES**

Ann Armstrong, Ph.D.

Summer & Fall Terms, 2021

MASTER OF BIOTECHNOLOGY

UNIVERSITY OF TORONTO MISSISSAUGA

BTC 2000H – Effective Management Practices

Course Outline (Summer & Fall 2021)

Class Location:	Online/Zoom
Class Times:	See online calendar, or check with the MBiotech Program Coordinator.
Facilitator:	Ann Armstrong
TA:	TBC
Office Hours:	By appointment
Contact:	ann.armstrong@utoronto.ca or (416) 274-7294

Course Objectives

The purpose of the course is to help you enhance your organizational skills. In the first half, we will focus on team skills and in the second half we will focus on managerial skills. Our class process will be participative. In this course, much of your learning will come from your interactions with your fellow students: please be open with them and be prepared to listen and respond constructively to their insights and feedback. As much of your learning will come from discussions and experiential exercises with your peers, it's vital you come prepared to make contributions of quality to the content and process of our classes. In our discussions, we'll practice appreciative inquiry skills.

Materials

(1) The book, StrengthsFinder 2.0 and (2) a case pack from HBS whose content is marked with.* Additional materials will be posted on Quercus.

Assignments

- A1.** As a team, perform an assessment of your team's dynamics in your summer team. Guidelines will be posted on Quercus. Your team's analysis is due on or before **13 August 2021** and is worth **15%** of your final grade.
- A2.** Individually, use the StrengthsFinder tool in the Clifton's StrengthsFinder 2.0 book and then discuss (1) your key strengths, (2) how you can use them to shape your career, and (3) how the tool gives insights into others' talents as well as yours, The report is due on **19 November 2021** is worth **20%** of your final grade.
- A3.** Individually, please write a journal entry for each of our classes that addresses (1) a moment in class of value to you and (2) why it was of value to you. The journal is due at the end of each term and is worth **20%** (10% x 2) of your final grade. The first set of entries is due on **13 August** and the second set is due on **10 December 2021**.
- A4.** In teams, you will analyze the effectiveness of your team in the charity fundraising simulation. Your report is due at the end of the Fall term. It is worth **20%** of your final grade.

A5. Your take-home exam is to be done in sub-teams of three and consists of an analysis what managers, in the biotech sector, actually do. The instructions will be handed out at the end of the summer term. It is worth **25%** of your final grade.

Various

Grades are a measure of the performance of a student in individual courses. Each student will be judged on the basis of how well he or she has command of the course materials.

Assignments are graded for content and form. When assessing form, I look at the extent to which your work is correct, clear, coherent and concise.

All work should be submitted online. Hard copies are not necessary.

Please ensure that your name is the header of each assignment and that your name is part of the file name.

Each member of your team for **A1**, **A4**, and **A5** will get the same grade. Should you encounter any significant team process obstacles throughout your program, I'll be glad to facilitate or arrange for a facilitator.

Due dates may be adjusted somewhat during the term.

Schedule of Activities[§]

(as of 21 May, 2021)

Session	Topic	Readings & Preparation	In-Class Activities
1 27-May (5:00-7:00 PM)	Becoming a (Virtual) Team	NONE	Team Chartering
2 9-June (7:00-9:00 PM)	Effective Teams	READ: Note on Team Process* – Hill and Farkas and Building the Emotional Intelligence of Groups* – Druskat and Wolff	Worst & Best Team Experiences
3 23-June (7:00-9:00 PM)	Team Problems	READ: Why Teams Don't Work* PREPARE: Team Work Turmoil*	Team Decision-Making
4 21-July (7:00-9:00 PM)	Team Check-ins	PREPARE: Team Assessment	Team Discussions
5 11-Aug (7:00-9:00 PM)	Developing Your Managerial Skills 1	READ: https://www.forbes.com/sites/williamcraig/2019/02/27/five-tips-for-effective-management-success/#554098fe44d1	Team Discussions
6 15-Sept (7:00-9:00 PM)	Team Change-over	NONE	Chartering
7 29-Sept (7:00-9:00 PM)	Developing Your Managerial Skills 2	READ: Developing Your Managerial Career* – Hill	Skill Development
8 20-Oct (7:00-9:00 PM)	Developing Your Managerial Skills 3	READ: Developing Your Managerial Career* – Hill	Short Presentations
9 27-Oct (7:00-9:00 PM)	Developing Your Managerial Skills 4	READ: Manager's Job: Folklore and Fact* – Mintzberg	Team Discussions

Session	Topic	Readings & Preparation	In-Class Activities
10 10-Nov (7:00-9:00 PM)	Career Choices	PREPARE: Riding the Celtic Tiger*	Case Analysis
11 24-Nov (7:00-9:00 PM)	Global Teams	DO: Global Collaboration Simulation: Tip of the Iceberg*	Team Debrief
12 1-Dec (7:00-9:00 PM)	Course Integration	READ: https://www.mindtools.com/pages/article/management-roles.htm	

§ Items marked with a red * are in the case package.