MBIOTECH

MASTER OF BIOTECHNOLOGY PROGRAM

Compulsory Course Component

BTC2000H

EFFECTIVE MANAGEMENT PRACTICES

Ann Armstrong, Ph.D.

Summer & Fall Terms, 2022

BTC2000H: Effective Management Practices

MASTER OF BIOTECHNOLOGY
UNIVERSITY OF TORONTO MISSISSAUGA

BTC2000H – Effective Management Practices

Course Outline (Summer & Fall, 2022)

Class Location: Hybrid (see online course calendar)

Class Times: See online calendar or check with the MBiotech Program Coordinator.

Facilitator: **Ann Armstrong**

TA: Muhammad Khan

Office Hours: By appointment

Contact: ann.armstrong@utoronto.ca or (416) 274-7294

I wish to acknowledge this land on which the University of Toronto operates. For thousands of years, it has been the traditional land of the Huron-Wendat, the Seneca, and most recently, the Mississaugas of the Credit River. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and I are grateful to have the opportunity to work on this land.

JEDI Statement

The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

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 a red asterisk (*). 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 **10-Aug** 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 own. The report is due on **24-Nov** 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% × 2) of your final grade. The first set of entries is due on **10-Aug** and the second set is due on **7-Dec.**

A4. Your managerial study 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 in the middle of the summer term. It is worth **25%** of your final grade and is due on **26-Oct**.

A5. In teams, you will analyse 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.

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. Please use the services of College Writing Services for assistance.

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 at the start 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.

Grading Policy

Please remember that you do not start with 100 points and get them "taken away". Rather, good marks are earned through clear writing, explanation, definitions, and analysis. I will not respond to any email about grades for four days after they are posted for a cooling off period. I am happy to make corrections in case of clerical errors, but I will not entertain requests for grade increases based on enjoyment or liking, effort made, or disagreement with the legitimacy of the evaluation method, relative to others' perform-ance, or any persuasion tactics.

In addition, meetings are rarely productive, and I encourage you to instead reflect on what you can learn and grow from the marks and feedback that we can give to you to help you understand and improve, and then if needed, initiate a formal regrade request/appeal. If you believe that your paper grade is not a reflection of its true *quality*, and would like me to personally regrade it, you must write a one-page memo explaining why you think you deserve a better grade being specific and submit that along with your paper via email within one week of posted grades. The memo cannot contain any pleas

for humanitarian concerns or justice concerns relative to other people in the class or claims that you enjoyed the class or worked hard, and instead should focus on substantive arguments, explanation, and evidence in support of your argument. I will re-evaluate the entire paper, and your grade can go up or down.

Other Resources

IMI Health & Wellness Resources: IMI graduate students have access to a variety of health and wellness resources which we encourage you to use at any time. The [IMI Embedded Counsellor](#) is a dedicated counsellor, through the HCC, available to meet with IMI students directly. Call 905-828-5255, share that you are an IMI graduate student, and ask for an appointment. You may also access [MySSP](#) (open 24 hours), the [Mental Health Wayfinder Tool](#), [Good2Talk](#) and the [UTM Health and Counselling Centre](#) at any time.

SCHEDULE OF ACTIVITIES§

Session	Topic	Readings & Preparation	In-Class Activities
1 **26-May** 5:00-7:00PM	**Becoming a Team**	NONE	Team Chartering – In/Out.
2 **15-Jun** 7:00-9:00PM	**Effective Teams**	READ: Note on Team Process* – Hill and Farkas	Worst & Best Team Experiences
3 **22-Jun** 7:00-9:00PM	**Team Problems 1**	READ: Why Teams Don't Work* PREPARE: Harry and Learning Team 28*	Case Analysis
4 **20-Jul** 7:00-9:00PM	**Team Problems 2**	READ: How to Pre-empt Team Conflict* PREPARE: A Tattle Tale*	Case Analysis
5 **10-Aug** 7:00-9:00PM	**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 **14-Sep** 7:00-9:00PM	**Team Change-over**	PREPARE: Drishti Eye Centre: Managing a Salesforce*	Case Analysis
7 **21-Sep** 7:00-9:00PM	**Developing Your Managerial Skills 2**	READ: Developing Your Managerial Career* – Hill	Skill Development
8 **20-Oct** 7:00-9:00PM	**Developing Your Managerial Skills 3**	READ: Developing Your Managerial Career* – Hill	Short Presentations
9 **26-Oct** 7:00-9:00PM	**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** 7:00-9:00PM	**Your Values**	READ: A Brief guide to GVV	Two Stories Discussion
11 **24-Nov** 7:00-9:00PM	**Global Teams**	READ: Navigating the Cultural Minefield* Do: Global Collaboration Simulation: Tip of the Iceberg*	Team Debrief
12 **7-Dec** 7:00-9:00PM	**Course Integration**	READ: https://www.mindtools.com/pages/article/management-roles.htm	

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