



IDM 7060 (A01) (6.0 CH)
PROFESSIONAL & Leadership Seminars
2009-2010

INSTRUCTORS

Module A
Executive Context
3 Oct – 28 Nov 2009

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Module B
Executive Responsibility
9 Jan – 27 Feb 2010

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Module C
Executive Leadership
10 Apr – 5 Jun 2010

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COURSE DESCRIPTION

A **manager** is defined as a person who is responsible for accomplishing organizational goals and who accomplishes those goals in an ethical and socially responsible manner, through planning, organizing, directing and controlling the efforts of other people. **Executive managers**—chief executive, operating and financial officers, and presidents and senior vice-presidents—are those individuals at the apex of organizations who oversee the diverse efforts of subordinate managers and who are at the centre of an organization’s decision-making and planning processes. Executive managers are responsible for the daily and long term competitiveness and success of an organization, and are held accountable for that responsibility.

Executives live in a high-stakes, fast-paced, environment where decisions must be considered from a host of internal and external stakeholder perspectives. Executive positions not only demand good management skills—planning, organizing, directing and monitoring—but also strong leadership abilities. That is, the ability to motivate and guide people toward a goal that is often ambiguous, exhausting and risky in obtainment. Individuals that excel in this environment, in **executive leadership positions**, can be

“...characterized by a strong drive for responsibility and task completion, vigor and persistence in pursuit of goals, venturesomeness and originality in problem solving, drive to exercise initiative in social situations, self-confidence and sense of personal identity, willingness to accept consequences of decision and action, readiness to absorb interpersonal stress, willingness to tolerate frustration and delay, ability to influence other person’s behaviour, and capacity to structure social interaction systems to the purpose at hand.”
Ralph Stogdill¹

¹ Ralph Stogdill, *Handbook of Leadership: A Survey of the Literature* (New York: Free Press, 1974), p81, quoted in Dessler & Starke, *Management: Principles and Practices for Tomorrow’s Leaders* (Prentice Hall, Toronto, 2004), p336

It is this executive realm, and the leadership and management needs therein, that this course will focus on.

IDM 7060 is a 6.0 credit hour course that is ambitious and worthy in nature; the course objective is to explore and set in place core understandings and attitudes towards, and for, executive management and leadership.

COURSE OBJECTIVES

On course completion, students will have a rich appreciation of:

- the growing complexity and interdependencies of today's global business environment, and how that environment is increasingly driving and constraining corporate decision-making;
- the importance and nature of corporate social responsibility and ethical business behaviour; and
- the day-to-day responsibilities, demands and realities of executive life and leadership.

COURSE DESIGN

Addressing each learning outcome in turn, IDM 7060 is made up three independent modules that are sequenced across the span of the year, and collectively contain 14 Saturday sessions. **Each session will commence at 8:45 am and conclude by 1:45 pm.** The modules are:

- **Module A: Executive Context**—Module A is made up of five Saturday sessions scheduled over the fall period. Module A focuses on developing student understanding of today's business environment or context. A misreading of the business environment is one of the reasons that decisions do not work out as anticipated and hoped. Managers of people, hard assets and financial capital need a comprehensive handle on both the business environment and how it is likely to change.
 - **Text & Readings**— The module texts are:
 - McRae, Hamish, The World in 2020: Power, Culture and Prosperity (Harper Collins, 1995); and
 - Toffler, Alvin, Future Shock (Bantam Books, 1971).

In addition, students are encouraged to selectively review the following periodicals: Business Week; Forbes; Fortune; The Economist; Report on Business; Financial Post; and the Wall Street Journal

- **Sessions** (8:45 AM - 1:45 PM)—
 - Saturday, October 3rd Introduction and Demographics
 - Saturday, October 17th Demographics and Politics
 - Saturday, October 31st Politics and Technology
 - Saturday, November 14th Economy, Finance and Trade
 - Saturday, November 28th Economy, Finance and Trade
- **Assignment**—Worth 30% of the final grade (5% for participation and 25% for the assignment), the Module A assignment is a 2000-word industry analysis paper (±250 words). Students will be required to select a Canadian industry, and develop an assessment of its short and long term business environment, taking into consideration demographics, politics, trade, technology, and the general economy. In light of the assessment, the paper is to also address the key decisions an industry member is likely to face over the extended period. The paper is to be submitted to the MBA Program Office, 324 Drake Centre, in hardcopy no later than 4:30 pm, December 2, 2009.
- **Module B: Executive Responsibilities**— Module B is made up of four Saturday sessions scheduled over the winter period. While chief executive officers and presidents are often portrayed in the media and movies as having unbridled and, at times, dangerous power, they do hold heavy responsibilities and accountabilities to both corporate as well as external stakeholders. This module explores the realm of corporate governance, and executive accountability and community responsibility. It explores why ethical and community and environmental conscious decision-making is good business.
 - **Text & Readings**—Selected texts and a readings package will be made available through the bookstore prior to module commencement. Please refer to the Winter Term Textbook List on the website.
 - **Sessions** (8:45 AM - 1:45 PM)—
 - Saturday, January 9th
 - Saturday, January 23rd
 - Saturday, February 6th
 - Saturday, February 27th
 - **Module Assignments**— Worth 30% of the final grade, Module B marks will be earned through a variety of short in and out-of-class exercises and assignments. Further module details will be provided in a dedicated module outline prior to January 11th.

- **Module C: Executive Leadership**— Module C is made up of five Saturday sessions scheduled over the spring period. An enterprise’s on-going prosperity depends critically on the performance of the chief executive officer. Over time, the CEO will affect an enterprise for good or ill more than any other single corporate actor, and by a considerable margin. Calling upon a series of guest CEOs, this module will explore the world of executive management and leadership. It will provide insights into the day-to-day realities and challenges, highs and lows, of operating and growing a firm. The module will provide participants with insights into the responsibilities, obligations, tensions, pressures, constraints and so on of being a CEO that will aid them as they work their way up the corporate ladder that ultimately, for some, will lead to the CEO position.
 - **Text & Readings**—The module texts are:
 - Niccolo Machiavelli, The Prince (Oxford University Press, 1984. ISBN 0-19-281602-0(pbk))
 - Sun Tzu, The Art of War (Dell Publishing, 1983. ISBN 0-385-29985-0).

In addition to the texts, further recommended business leadership readings include:

- McLean, Bethamy and Peter Elkind, The Smartest Guys in the Room (Penguin, 2004)
- Henry Mintzberg, “The Manager’s Job: Folklore And Fact”, Harvard Business Review (July-August, 1975)
- John McCallum, “The Manager’s Job Is Still To Manage”, Business Quarterly, (Summer 1993)
- John McCallum, “Some Thoughts From an MBA Professor on a Successful Executive Career”, Ivey Business Journal (September/October 2004)
- John McCallum, “Alfred P. Sloan Jr.: Must Reading for Executives”, Ivey Business Journal (July/August 2003)
- John McCallum, “Management and Literature: Two Books That Show the Way”, Ivey Business Journal (July/August 2001)
- John McCallum, “Tennyson on Management”, Ivey Business Journal (May/June 2000)
- John McCallum, “Leaders and Learners”, Ivey Business Journal (Spring, 1998)
- John McCallum, “The Smartest Guys in the Room: Must Reading for CEOs”, Ivey Business Journal (November/December 2004)
- Whitney, John and Tina Packer, Power Plays: Shakespeare’s Lessons in Leadership and Management (Simon and Schuster, 2000. ISBN 0-684-86887-3)

- **Sessions** (8:45 AM - 1:45 PM)—The teaching method in this module is unique. Classes will be given by CEOs and then de-briefing sessions will be held to pull together and discuss the classroom experience. At the de-briefing sessions, there will be a preparatory discussion of the next CEO visit. During the sessions, students must be active and full participants—it is critical for the success of the sessions that students are prepared to question the CEOs as to their professional experiences, insights and lessons learned. The session dates are:

Saturday, April 10 th	Introductory Class
Saturday, May 1 st	Sandy Riley, CEO, Richardson Financial Group
Saturday, May 8 th	Bob Brennan, CEO, Manitoba Hydro
Saturday, May 15 th	Doug Harvey CEO, Maxim Transportation Services Ltd.
Saturday, June 5 th	Debra Jonasson-Young, Vice President, Dufresne Ltd.
- **Assignment**—Worth 40% of the final grade (5% for participation and 35% for the assignment), the Module C assignment is a 3000-word paper (\pm 500 words) discussing a CEO’s leadership environment, role, and challenges. Consider such aspects as power, perceptions, constraints, responsibilities, obligations, control, relationships, priorities, required skills, personal style, tensions, pressures, etc. Reflect also that the CEO job may look different depending on whether the point of view is that of subordinate, board or person in the job. Specifically reference, and link, the readings and the CEO comments and insights you have heard. The paper is to be submitted to the MBA Program Office, 324 Drake Centre, in hardcopy no later than 4:30 pm, June 9, 2010.

COURSE ASSESSMENT

IDM 7060 final grade will be based on the three module assignments, for a collective percentage value of 100%. Final letter grades will be determined as follows:

91 - 100%	A+
80 - 90%	A
75 - 79%	B+
70 - 74%	B
65 - 69%	C+
Below 65%	C & below indicating course failure

MODULE ADMINISTRATION & COORDINATION

IDM 7060 is available only to Asper MBA students. Students are expected to be prepared and ready to participate in all of the sessions. In the event that illness or other pressing circumstance forces one to be absent, remedial work may be assigned.

As directed by Dr. John McCallum and Mr. Steve James, all module changes and support will be coordinated and promulgated through the MBA Program Office (Mary Ellen White, Program Assistant, 474-6781, Mary_Ellen_White@umanitoba.ca).

To maximize learning/discussion opportunities, morning coffee/tea and light refreshments will be provided for each session.

ACADEMIC REGULATIONS

Students are encouraged to contact Disability Services at 474-6213 or the instructor should special arrangements need to be made to meet course requirements.



ACADEMIC INTEGRITY

I.H. Asper School of Business. The University of Manitoba

It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading "Plagiarism and Cheating." Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members should exercise special care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur, group members are jointly accountable unless the violation can be attributed to a specific individual(s).

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it related to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic dishonesty involving a graduate student (i.e. MBA, MSc or PhD student) will be reported directly by the instructor to the Dean of the Faculty of Graduate Studies.



MEDICAL ABSENTEEISM FORM

I.H. Asper School of Business, The University of Manitoba

STUDENT IDENTIFICATION: (PLEASE PRINT CLEARLY)

_____	_____	_____	_____
Last Name	First Name	Middle Initial	U of M Student Identification Number
_____	_____		
Course #	Instructor Name		
_____	_____		
Student's Signature	Date		

TO BE COMPLETED BY THE ATTENDING PHYSICIAN: (after the above section is completed) (PLEASE PRINT CLEARLY)

_____	_____	_____
Physician's Last Name	Physician's First Name	Middle Initial
_____	_____	_____
Street Address	City, Province	Postal Code
_____	_____	_____
Telephone Number	Fax Number	
_____	_____	
<p>To the attention of the physician: Your evaluation of the student's condition is being used for the purpose of determining whether or not the student has a <u>valid reason</u> to miss an important <u>exam</u> or <u>assignment</u>. Your professional evaluation is necessary to ensure that only valid cases are excused.</p>		
<p>I certify that the nature of the student's condition is severe enough to prevent the student from taking an exam or completing an assignment. If requested, my associates or I will verify for the above named instructor/administrator that this information is accurate.</p>		
The student's condition will likely span the following dates:		
_____	until	_____
(Indicate start date)		(Indicate end date)
_____		_____
Physician's Signature	Date	

NOTES TO PHYSICIAN:

- Please make a note in the student/patient's file indicating that the student has given the above named instructor/administrator permission to verify with you, your staff, or your colleagues, that the information contained on this form is correct. Thank you for your professional evaluation of this student's condition.
- **PLEASE ATTACH THIS FORM TO YOUR REGULAR OFFICE STATIONERY THAT INDICATES THE STUDENT VISITED YOUR OFFICE.**

NOTES TO STUDENT:

- The use of this form is at the option of the student. However, in order to obtain an excused absence for an assignment or exam the student must obtain a doctor's certification that the student's condition is severe enough to prevent the student from taking the exam or completing the assignment.
- It is **NOT SUFFICIENT** to provide a note that only indicates the student visited the doctor's office.



FACULTY BIOGRAPHY

I.H. Asper School of Business. The University of Manitoba

John McCallum

Professor of Finance

Department of Accounting & Finance

John McCallum is Professor of Finance, University of Manitoba. He has a Ph.D. from the University of Toronto in finance, an M.B.A. from Queen's University in operations research, a B.Sc. from the University of Montreal in mathematics and physics and a B.A. from the University of Montreal in economics. His research interests are in capital markets, financial institutions and leadership.

From 1977 to 1981 he was economic adviser to the Premier of Manitoba. From 1984 to 1991, he was special adviser to the Federal Minister of Finance. From 1991 to 1993 he was special adviser to the Federal Minister of Industry, Science, Technology and Trade. From 1991 to 2000 he was Chairman of Manitoba Hydro.

He serves on a number of boards including Fortis, IGM Financial, Toromont Industries and Wawanesa.

His work has appeared in a number of places including Journal of Finance, Journal of Bank Research, Financial Management, Journal of Accounting, Auditing and Finance, National Tax Journal, Journal of Business Administration, Canadian Journal of Economics, The World of Banking, Issues in Bank Regulation, CA Magazine, Policy Options and Ivey Business Journal.



FACULTY BIOGRAPHY

I.H. Asper School of Business, The University of Manitoba

Dr. Reginald Litz

Professor

Dr. Litz is a Professor at the I. H. Asper School of Business at the University of Manitoba. He teaches mainly in the area of entrepreneurship, which includes new, small, and family business, at both the undergraduate and graduate levels. He also remains active in the general areas of business ethics and business strategy. His research interests focus on small and family business. In particular he is interested in how small firms achieve sustainable competitive advantage when faced with giant competitors entering their market. His publications are featured in such outlets of *Entrepreneurship: Theory & Practice*, the *Journal of Business Venturing*, *Journal of Management* and the *Journal of Small Business Management*.