

**COMMERCE 4BN3 LEADERSHIP DEVELOPMENT
WINTER 2022 COURSE OUTLINE**

**HUMAN RESOURCES AND MANAGEMENT AREA
DEGROOTE SCHOOL OF BUSINESS - MCMASTER UNIVERSITY**

COURSE OBJECTIVE

The objective of this course is to provide a thorough familiarity with the literature on leadership (both theory and practice). Through developing knowledge of the established leadership literature and applying the models and concepts from this literature within experiential exercises and skill development exercises, students will become adept at analyzing, interpreting, and appropriately responding to situations that call for leadership interventions. In addition to becoming critical consumers of the popular press on leadership, students will gain insights into how their own leadership styles and approaches may either facilitate or impede their leadership effectiveness.

INSTRUCTOR AND CONTACT INFORMATION

INSTRUCTOR:

Larry Frederick

fredel1@mcmaster.ca

Virtual Office Hours: By appointment

TEACHING ASSISTANT:

Hamsa Gururaj

gururah@mcmaster.ca

COURSE WEBSITE:

<http://avenue.mcmaster.ca/>

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	No	Global view:	Yes
A2L:	Yes	Ethics:	Yes	Numeracy:	No	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	Yes	Guest speaker(s):	Yes

COURSE DESCRIPTION

The purpose of this capstone course is to help students become more effective, authentic individuals and leaders. This will involve engaging in a theoretically supported, disciplined, meaningful conversation about who you are and the purpose of your leadership. This is a different kind of work. You cannot do it alone. This course requires you to be open to sharing personal insights, experiences, ambitions, and fears.

This capstone requires a high degree of curiosity, reflection, and interpersonal openness. You will be asked to think differently and explore new behaviors. You will be expected to be honest with yourself and others. This is the bare minimum for being in this course. Those who are not fully committed to investing in this course will end up wasting their time. More importantly, you waste the valuable time and effort of others. You are invited to be “all in.”

LEARNING OUTCOMES

Upon successful completion of this course, students will be able to complete the following key tasks:

1. Gain a solid understanding of the leadership development literature from both the popular press as well as research-based publications.
2. Learn how to analyze, interpret, and respond effectively to a situation that calls for a leadership intervention.
3. Recognize leadership styles (self and others’) and know how they are likely to either facilitate or impede leadership effectiveness.
4. Identify effective leadership responses to suit varying situational circumstances.

REQUIRED COURSE MATERIALS AND READINGS

Course Textbook:

Northouse, P.G. (2020). Introduction to leadership: Concepts and practice (5th edition). Thousand Oaks, CA: Sage Publications, Inc.

e-textbook available on [Amazon](#) and [VitalSource](#)

COURSE OVERVIEW AND ASSESSMENT

LEARNING ACTIVITIES	DELIVERY	DESCRIPTION	TOOL(S)
Self-study	Asynchronous	Readings, Modules, Examination Prep	Textbook / Avenue to Learn On your own time before class
Virtual Lectures	Synchronous	Live sessions led by your instructor	Zoom Weekly during scheduled class time
Written Assignments	Asynchronous	Students will work independently to prepare a written report	Submission through Avenue
Presentations	Asynchronous / Synchronous	Students will work in groups to prepare and deliver an in-class case analysis presentation on an assigned case.	Zoom PowerPoint Presentation Submission through Avenue

EVALUATION	WEIGHT	DESCRIPTION
1. Self-Assessment Paper	10%	Two-page leadership self-assessment
2. Presentation 1	10%	15-minute group case presentation
3. Midterm Exam	15%	Multiple choice questions that cover the first half of course
4. Article Summary	10%	Two-page summary of an assigned article
5. Presentation 2	10%	15-minute group case presentation
6. Personal Leadership Development Plan	20%	Four-page individual leadership development plan
7. Final Exam	25%	Multiple choice questions that cover the entire course

Missed tests/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF.

LATE ASSIGNMENTS ARE NOT ACCEPTED. In extreme circumstances, an individual may inquire about an extension directly with the instructor in advance of the deadline.

COURSE DELIVERABLES

1. Self-Assessment Paper (10%)

This activity is meant to help you draw connections between course content and your personal and professional development. More details will be available on Avenue.

Formatting: 12-point font, double spaced.

2. Presentation 1 (10%)

In your groups, prepare an executive summary presentation for your assigned case study. This presentation should include:

- A 15-minute presentation. This is an executive summary presentation so it should only focus on the important topics, conclusions, and recommendations.
- A PowerPoint deck - Covering the assigned case. These should be clear and easy to read.
- Please review the rubric for details
- All team members are expected to participate equally.
- This is a group assignment – one mark will be assigned to all members
- This is a business presentation - please dress and act accordingly
- Be prepared to continue - presentations will go as scheduled so be prepared if someone is unable to attend

3. Midterm Exam (15%)

The Midterm exam accounts for 15% of your final grade and will be in multiple choice format. The exam will cover material from the textbook, readings, lectures, and class discussion. The multiple-choice exam will NOT cover case content material and will NOT cover optional readings. This is an open-book exam and has 24-hour open window.

The Respondus Lockdown Browser will **NOT** be used for this test. More details to follow closer to the date.

4. Article Summary (10%)

Prepare a two-page summary on the assigned article that identifies the most important details that support the main ideas. Write your summary in your own words; avoid copying phrases and sentences from the article unless they're direct quotations. Express the underlying meaning of the article, not just the superficial details. More details will be available on Avenue.

Formatting: 12-point font, double spaced.

5. Presentation 2 (10%)

In your groups, prepare an executive summary presentation for your assigned case study. This presentation should include:

- A 15-minute presentation. This is an executive summary presentation so it should only focus on the important topics, conclusions, and recommendations.
- A PowerPoint deck - Covering the assigned case. These should be clear and easy to read.
- Please review the rubric for details
- All team members are expected to participate equally.
- This is a group assignment – one mark will be assigned to all members
- This is a business presentation - please dress and act accordingly
- Be prepared to continue - presentations will go as scheduled so be prepared if someone is unable to attend

6. Personal Leadership Development Plan (20%)

In this course, you will complete your personal leadership development plan (PLDP). The plan and the planning process are two of the most important ingredients for your personal success. The insights you gain, the plans that you make and the actions that you take this semester and, in the future, to work toward successfully achieving your leadership development goals will help shape you as a successful student, community member and an effective leader. How you craft and work your plan will determine how effectively you create and grow your capacity for personal and professional success in the future.

Complete a self-assessment questionnaire from the textbook and reflect on your leadership and followership development over the term through several questions. More details will be available on Avenue.

Formatting: 12-point font, double spaced.

7. Final Exam (25%)

The final exam will cover material from entire course. The final will be written during the final exam period (date to be announced by the Examinations Office). The final will be of a multiple choice and short answer format. This is an open-book exam.

The Respondus Lockdown Browser will **NOT** be used for this test. More details to follow closer to the date.

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- *For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "[Requests for Relief for Missed Academic Term Work](#)" and the link below;

<http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g., the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](#), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>
The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g., the submission of work that is not one's own or for which other credit has been obtained.
 - improper collaboration in group work.
 - copying or using unauthorized aids in tests and examinations.
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AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g., A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g., e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, usernames for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all our living, learning, and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in university activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g., use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services \(SAS\)](#) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical, and artistic work, **including lectures** by university instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

RESEARCH USING HUMAN SUBJECTS

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>

Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce **4BN3** will be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

WEEK	DATE	LECTURE TOPIC, READINGS AND ADDITIONAL INFORMATION
1	Wed, Jan 12, 2022	Lecture Topic: Course Introduction Discuss: Class Outline, Schedule, Participation, Courseware, etc. Discuss: Selecting group team members
2	Wed, Jan 19, 2022	Read: Chapter 1: Understanding Leadership Lecture: Introduction to Leadership
3	Wed, Jan 26, 2022	Read: Chapter 2: Recognizing Your Traits Lecture Topic: Traits Due this week: <ul style="list-style-type: none"> Two-page leadership self-assessment is due on Fri, Jan 28, 2022, by 11:59 p.m.
4	Wed, Feb 2, 2022	Read: Chapter 3: Understanding Leadership Styles Lecture Topic: Philosophies and Styles Due this week: <ul style="list-style-type: none"> Presentation 1 - Wed, Feb 2, 2022 PowerPoint deck must be uploaded to the submission folder by 11:59 p.m. Tues, Feb 1, 2022,
5	Wed, Feb 9, 2022	Read: Chapter 4: Attending to Tasks and Relationships Lecture Topic: Leadership Behaviours
6	Wed, Feb 17, 2022	Read: Chapter 5: Developing Leadership Skills Lecture Topic: Leadership Skills

		<p>Due this week:</p> <ul style="list-style-type: none"> Midterm exam opens on Fri, Feb 18, 2022, at 12:01 p.m., and closes on Sat, Feb 19, 2022, at 11:59 a.m.
Wed, Feb 24, 2022		READING WEEK (NO CLASSES)
7	Wed, Mar 2, 2022	<p>Read: Chapter 6: Engaging Strengths Lecture Topic: Strength and Weaknesses</p> <p>Due this week:</p> <ul style="list-style-type: none"> Two-page article summary is due on Fri, Mar 11, 2022, by 11:59 p.m.
8	Wed, Mar 9, 2022	<p>Read: Chapter 7: Creating a Vision Lecture: Vision</p>
9	Wed, Mar 16, 2022	<p>Read: Chapter 8: Constructive Climate Lecture: Establishing a Constructive Climate</p>
10	Wed, Mar 23, 2022	<p>Read: Chapter 9: Embracing Diversity Lecture: Diversity and Inclusion</p> <p>Due this week:</p> <ul style="list-style-type: none"> Presentation 2 - Wed, Mar 23, 2022 PowerPoint deck must be uploaded to the submission folder by 11:59 p.m. Tues, Mar 22, 2022,
11	Wed, Mar 30, 2022	<p>Read: Chapter 11: Managing Conflict Lecture: Conflict</p> <p>Due this week:</p> <ul style="list-style-type: none"> Four-page individual leadership development plan is due on Fri, April 1, 2022, by 11:59 p.m.
12	Wed, April 6, 2022	<p>Read: Chapter 12: Addressing Ethics in Leadership Lecture: Ethics</p> <p>***Final exam date TBA.</p>