

**Commerce 4BP3
PRINCIPLES OF LEADERSHIP
Fall 2023 Course Outline
Human Resources and Management
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

Leaders have a tremendous influence on individuals, organizations, and societies. This course will provide students with an in-depth understanding of different leadership styles, as well as the antecedents, outcomes, and boundary conditions of effective leadership. Although this course uses an evidence-based perspective, focusing on research findings as they relate to leaders and leadership, students will be able to apply what they have learned to their own careers.

INSTRUCTOR AND CONTACT INFORMATION

**All Sections:
Fridays 8:30 - 11:30
Professor Connelly, PhD**

connell@mcmaster.ca

Office: DSB 412
Office Hours: after class or by
appointment

Class Location: KTH B132

TA: Julianne Luvisa
<luvisaj@mcmaster.ca>

Course website: <https://avenue.cllmcmaster.ca/d2l/home/550900>

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: No
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): No

COURSE INFORMATION

Lectures: every Friday from 8:30 to 11:30, in KTH B132

Tutorials: none

Course Delivery Mode: In person only

Course Description:

This course reviews the key concepts, approaches, models, and theories of leadership. It develops students' understanding of major elements of leadership research and will equip students to critically evaluate the popular writing on leadership while considering their own leadership potential and how to develop this. Fundamental leadership skills will be introduced with opportunities for student self-reflection.

IMPORTANT LINKS

- [Mosaic](#)
- [Avenue to Learn](#)
- [Student Accessibility Services - Accommodations](#)
- [McMaster University Library](#)

COURSE LEARNING OUTCOMES AND GOALS

Upon successful completion of this course, students will be able to:

- Understand different leadership styles, as well as what these styles mean for followers
- Understand the antecedents or causes of leadership as well as how leadership is developed
- Explain why a certain leadership philosophy is likely to be effective or ineffective
- Demonstrate effective and ethical leadership that is appropriate to the task and available resources
- Provide specific and encouraging feedback to employees whose performance is poor
- Give charismatic speeches

REQUIRED MATERIALS AND TEXTS

These items are an integral part of the lesson plan for the course, and not having these materials could have a negative impact on a student's learning outcomes for the course.

Required Textbook:

The Science of Leadership: Lessons from Research for Organizational Leaders, by Julian Barling. Oxford University Press. 2014. ISBN: 978-0-19-975701-5

This book is available as an e-text from the bookstore, for \$34.95

https://campusstore.mcmaster.ca/cgi-mcm/ws/txsub.pl?wsTERMG1=234&wsDEPTG1=COMMERCE&wsCOURSEG1=4BP3&wsSECTIONG1=DAY%20C01&crit_cnt=1

Book Project:

For your book project you will need to purchase a recent leadership book of your choice.

Avenue to Learn:

All course materials will be posted on our class Avenue to Learn page.

All student work will be uploaded to our class Avenue to Learn page. If there is an unexpected problem with the A2L page, please email me your assignment right away (i.e., before the deadline) and let me know about the problem.

CLASS FORMAT

This is an in-person 3-hour course. The three hours will consist of a combination of lectures and applied exercises (e.g., relating course material to your own experiences, using leadership theories to solve applied cases). There will be a short break part way through at a convenient time based on what we are working on.

The final exam will be held during the exam period, and this will be scheduled by the registrar. This exam is cumulative and covers all the course material.

COURSE EVALUATION

<i>Assignments (Individual)</i>	<i>30%</i>	<i>(10% each, choose 3 of 4, details below)</i>
<i>Book Project (Group)</i>	<i>25%</i>	<i>December 1 (11:59 am)</i>

	<i>Book Presentation (Group)</i>	10%
	<i>November 24 or December 1, in class</i>	
<i>Exam (Individual)</i>	35%	<i>TBA, in person</i>

All assignments will be uploaded to our class Avenue to Learn page. If there is an unexpected problem with the A2L page, please email me your assignment right away (i.e., before the deadline) and let me know about the problem.

The deadlines listed for each course component are fixed. Extensions will not be granted (i.e., if an assignment is not handed in on time the grade will be zero for that assignment). However, please see the MSAF policy for exceptional circumstances.

The final exam is cumulative and will cover all the material in the course.

If you are sick please do not come to class.

Because I do not want sick students to come to class (or be penalized for staying home to keep everyone safe) there are no grades associated with class participation. However, please participate! Your comments and questions are welcome, will not be judged, and help to make the entire course more interesting and enjoyable for everyone. I am always curious to hear what you have to say, and student comments help me to gauge how well the class is understanding the material. Of course, professional demeanour is mandatory. Behaviours or comments that would be inappropriate in a boardroom setting are also inappropriate in the classroom.

Class attendance is strongly encouraged, because the material covered in class will substantially augment that which is available in the text. If you miss a class, it is your responsibility to acquire the course notes from one of your classmates. Slides will also be available from the course website. Please do not come to class if you are sick.

If you are completing an assignment as part of a group, you and your groupmates will all have the same grade. All students have the option of completing the Book Project independently.

COURSE DELIVERABLES

Assignments (Individual) 30%

(10% each, choose 3 of 4)

There are four possible assignments that you can complete. I will take your three best grades from these assignments. You are not required to complete all four assignments.

Assignment 1: Personal Leadership Philosophy

September 18th 11:59am

In one single-spaced page (Times New Roman with one-inch margins) describe your own personal leadership philosophy, in terms of the leadership theories that we have discussed in class and read in the textbook.

How would you describe your current leadership style? How has your leadership style changed over time? How do you think your leadership style will change in the future? I will post some assignment tips on the course website.

Assignment 2: Feedback Email

October 16th, 11:59am

Write an email to an “employee” (in the video that I will show you) who has some performance problems. What are they doing well? What needs to improve? How can you communicate this in a way that will motivate them to do better, while also documenting the performance problems in case of eventual dismissal?

We will watch a video of a poorly performing employee in class, and practice with classmates. The email assignment is an opportunity for you to develop your feedback skills further. I will post some assignment tips on the course website.

Assignment 3: Charismatic Video

October 30th, 11:59am

Submit a video of you reading a script charismatically (I will provide the script). Videos should be zoom recordings and uploaded to the Avenue to Learn website.

We will practice being charismatic in class; this assignment is an opportunity for you to develop your talent for charisma further. I will post some assignment tips on the course website.

Assignment 4: Leader Interview

November 20th, 11:59am

Interview a leader that you know (or would like to get to know). This can be a former boss, friend, family member, or anyone who agrees to be interviewed.

In one single-spaced page (Times New Roman with one-inch margins), provide an analysis of this person’s leadership style. What is their leadership style? What are the likely consequences of their leadership style? What challenges are they likely to face as a leader? I will post some assignment tips on the course website.

Book Project (Group) 25%

December 1st (11:59 am)

Form a group of 2-3 people or work by yourself (and let me know your plan).

Read a popular-press leadership book that has been published in 2015 or later. Each group needs to read a different book, so let me know your choice as soon as possible (so I can prevent other groups from choosing your book).

Choose three claims that the book makes, and explain why the author is correct or incorrect, with reference to the available research literature and our textbook. You will need at least ten academic sources in addition to the textbook.

In your report, be sure to also include an introduction (e.g., what is the overall approach that the author takes? What are you going to focus on?) as well as a conclusion (what is your overall assessment of the book? Do you recommend it?).

All submissions should be ten pages or less (not including the title page and bibliography), in Times New Roman 12-pt font, and double spaced. The names and student numbers of all team members must be included on the title page.

Because all team members receive the same grade (for the report and the presentation), it is your team's collective responsibility to manage the team's work process. If your team is having difficulty doing this, then you may approach me for advice. Be sure to document any problems that you are having. If a member of your team is engaging in academic dishonesty, I expect you to let me know, and I will follow the McMaster University and DeGroote School of Business guidelines in prosecuting this.

I will post some assignment tips on the course website.

Book Presentation (Group) 10%

December 1 or December 8, in class

Each group will present its book evaluation at the end of the term (the precise schedule will be determined later). Groups will be evaluated on the persuasiveness (e.g., clarity, focus, validity, logic) of their arguments as well as the skilfulness of the presentation itself (e.g., diction, poise, organization, visual aids). All group members must actively participate in the presentation. The presentation is worth 5% of the final grade. All group members receive the same grade.

If you complete the Book Project independently you will make the presentation by yourself, and the expectations (e.g., length) are the same. I will post some assignment tips on the course website.

Exam (Individual) 35%

TBA (in person)

The final exam will be conducted during the regularly scheduled exam period and will test all material covered to date. Questions will focus on demonstrating a deep understanding of the material by extending concepts beyond what was studied in class. This exam is in person (no exceptions).

LATE ASSIGNMENTS

Late assignments will not be accepted. Please plan accordingly.

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.

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.degroot.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

COURSE MODIFICATION

From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

GENERATIVE AI

Students are not permitted to use generative AI in this course. In alignment with [McMaster academic integrity policy](#), it “shall be an offence knowingly to ... submit academic work for assessment that was purchased or acquired from another source”. This includes work created by generative AI tools. Also state in the policy is the following, “Contract Cheating is the act of “outsourcing of student work to third parties” (Lancaster & Clarke, 2016, p. 639) with or without payment.” Using Generative AI tools is a form of contract cheating. Charges of academic dishonesty will be brought forward to the Office of Academic Integrity.

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](#).

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.

AUTHENTICITY/PLAGIARISM DETECTION

This course uses 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. Avenue to Learn, 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

This courses uses on-line elements (e.g. email, Avenue to Learn (A2L). Students should be aware that when they access these tools private information such as first and last names, user names 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.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of 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.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 4BP3 will be considered to 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

**Commerce 4BP3
Principles of Leadership
Fall 2022 Course Schedule**

WEEK	CLASS DATE	ASSIGNMENT
1	September 8	Read: Preface (Science of Leadership) Lecture: Introduction to leadership
2	September 15	Read: Chapter 1 (Science of Leadership) Lecture: What is leadership? Note: Assignment 1 (if you are doing it) is due on September 18
3	September 22	Read: Chapter 2 (Science of Leadership) Lecture: Why does leadership matter?
4	September 29	Read: Chapter 3 (Science of Leadership) Lecture: How does leadership lead to positive outcomes?
5	October 6	Read: Chapter 4 (Science of Leadership) Lecture: How do we study leadership?
	October 9 – 13	Thanksgiving and Fall Reading Break Note: Assignment 2 (if you are doing it) is due on October 16
6	October 20	Read: Chapter 6 (Science of Leadership) Lecture: How can leadership skills be improved?

7	October 27	Read: Chapter 7 (Science of Leadership) Lecture: Putting the leader in context Note: Assignment 3 (if you are doing it) is due on October 30
8	November 3	Read: Chapter 9 (Science of Leadership) Lecture: What about destructive leaders?
9	November 10	Read: Chapter 10 (Science of Leadership) Lecture: What about followers?
10	November 17	TBA Note: Assignment 4 (if you are doing it) is due on November 20
11	November 24	Group Presentations
12	December 1	Group Presentations Note: Book Project is due (no extensions)
		In-person Final Exam (Date TBD)