

**Commerce 4BP3  
PRINCIPLES OF LEADERSHIP  
Fall 2024 Course Outline  
Human Resources and Management  
DeGroote School of Business  
McMaster University**

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***COURSE OBJECTIVE***

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*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.*

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***INSTRUCTOR AND CONTACT INFORMATION***

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**Professor Amena Shahid, PhD**

[shahia46@mcmaster.ca](mailto:shahia46@mcmaster.ca)

Office Hours: before class or by appointment

**TA:** Julianne Luvisa  
<[luvisaj@mcmaster.ca](mailto:luvisaj@mcmaster.ca)>

**Class Time:**  
Tuesday  
2.30 pm 5.20pm

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***COURSE ELEMENTS***

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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

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## ***COURSE INFORMATION***

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Lectures: every Tuesday from 2:30 to 5:20

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.*

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## ***IMPORTANT LINKS***

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

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## ***COURSE LEARNING OUTCOMES AND GOALS***

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

- Analyze and understand various leadership styles and their impact on followers.
- Identify the antecedents of leadership and explore how effective leadership is developed.
- Evaluate the effectiveness of different leadership philosophies and their application in diverse contexts.
- Exhibit effective and ethical leadership practices that align with the task and available resources.
- Deliver constructive and motivating feedback to employees with underperforming metrics.
- Develop and deliver charismatic and influential speeches.

## ***REQUIRED MATERIALS AND TEXTS***

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*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.*

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.

[https://campusstore.mcmaster.ca/cgi-mcm/ws/txsub.pl?wsTERMG1=244&wsDEPTG1=COMMERCE&wsCOURSEG1=4BP3&wsSECTIONG1=DAY%20C01&crit\\_cnt=1](https://campusstore.mcmaster.ca/cgi-mcm/ws/txsub.pl?wsTERMG1=244&wsDEPTG1=COMMERCE&wsCOURSEG1=4BP3&wsSECTIONG1=DAY%20C01&crit_cnt=1)

### **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 TA your assignment right away (i.e., before the deadline) and let the TA know about the problem.

## ***CLASS FORMAT***

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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.

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## COURSE EVALUATION

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Assignments (Individual)	10% (5% each)
In- Class group Work	10% (2.5% each)
Workshop: Leading Project	20% (in class workshop)
Midterm Exam	25% (In-person exam)
Final Exam	35% (In -person exam)

- **Assignment Submission:**  
All assignments must be uploaded to our class Avenue to Learn (A2L) page. If you encounter any unexpected issues with the A2L page, please email your assignment to the TA immediately (before the deadline) and inform the TA about the issue.
- **Deadlines:**  
The deadlines for each course component are strict and non-negotiable. Late submissions will result in a grade of zero for that assignment. However, please refer to the MSAF policy for exceptions due to extraordinary circumstances.
- **Final Exam:**  
The final exam is cumulative and will cover all course material.
- **Class Participation:**  
Active class participation is highly encouraged and greatly appreciated. Your questions and comments are welcome, as they contribute to a more engaging and enjoyable learning experience for everyone. I value your input, as it helps me assess how well the class is understanding the material. Please always maintain a professional demeanor; behaviors or comments inappropriate in a professional setting are also inappropriate in the classroom.
- **Class Attendance:**  
Regular attendance is strongly recommended, as the material covered in class will significantly enhance your understanding beyond what is provided in the textbook. If you miss a class, it is your responsibility to obtain notes from a classmate. Slides will also be available on the Avenue.
- **Group Work:**  
The group work grade is a collective grade, reflecting the efforts of the entire team. It is the responsibility of each group member to collaborate effectively to ensure the success of the group.

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## **COURSE DELIVERABLES**

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### **Assignments (Individual) 10%**

**(5% each)**

There are two individual assignments. Please read the instructions and rubric carefully before starting each assignment.

#### Assignment 1: Personal Leadership Philosophy

September 18: 11.00 pm

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 Avenue.

#### Assignment 2: Leader Interview

November 5: 11.00 pm

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 Avenue.

### **In-Class Group Work (4)-10%**

**(2.5% each)**

Form groups of 4-5 students for the four in-class group activities. Each group will collaborate on assigned tasks, discussing, and combining your ideas to complete the work. Ensure that every member participates actively and contributes equally to the group's success.

### **Workshop: Leading Project - (Group work) 20%**

**Project Charter (5%), Workshop(15%)**

For the group workshop project, form groups of 4-5 students. Each group will design and lead a workshop on a selected topic, including interactive activities and discussions. Ensure all members contribute to planning, preparation, and facilitation. Regularly meet to coordinate your efforts and keep track of your progress. Submit a project charter outlining your workshop plan and prepare to lead your workshop on the scheduled date.

### **Midterm Exam (Individual) 25%**

**TBA (in person)**

The midterm exam will be conducted during the regularly scheduled class time and will test selected 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).

### **Final 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).

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## ***LATE ASSIGNMENTS***

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Late assignments will not be accepted. Please plan accordingly.

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## ***COMMUNICATION AND FEEDBACK***

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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.

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## ***REQUESTING RELIEF FOR MISSED ACADEMIC WORK***

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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/>

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## ***COURSE MODIFICATION***

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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.

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## ***GENERATIVE AI***

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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.

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## **ACADEMIC INTEGRITY**

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You are expected to exhibit honesty and use ethical behavior 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 behavior 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.

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## **AUTHENTICITY/PLAGIARISM DETECTION**

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**This course uses** 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](http://www.mcmaster.ca/academicintegrity)*

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## **COURSES WITH AN ON-LINE ELEMENT**

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**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.

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## ***CONDUCT EXPECTATIONS***

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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 behaviors 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.

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## ***ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES***

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



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

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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.

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## ***COPYRIGHT AND RECORDING***

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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.

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## ***EXTREME CIRCUMSTANCES***

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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.

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## ***ACKNOWLEDGEMENT OF COURSE POLICIES***

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Your enrolment in Commerce 4BP3 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 policies that you do not understand.

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*COURSE SCHEDULE*

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**Commerce 4BP3 Principles  
of Leadership Fall 2024  
Course Schedule**

<b>WEEK</b>	<b>CLASS DATE</b>	<b>ASSIGNMENT</b>
1	September 3	Read: Preface (Science of Leadership) Lecture: Introduction to leadership
2	September 10	Read: Chapter 1 (Science of Leadership) Lecture: What is leadership? <b>Assignment 1 is due on September 18</b>
3	September 17	Read: Chapter 2 (Science of Leadership) Lecture: Why does leadership matter?
4	September 24	Read: Chapter 3 (Science of Leadership) Lecture: How does leadership work? <b>In-Class Group Work # 1</b>
5	October 1	Read: Chapter 4 (Science of Leadership) Lecture: How do we know what we know
6	October 8	Read: Chapter 6 (Science of Leadership) Lecture: Can Leadership be Taught <b>In-Class Group Work # 2</b>
	October 14 – 20	Midterm-recess
8	October 22	<b>Midterm Exam</b> Read: Chapter 7 (Science of Leadership) Lecture: Leadership in different contexts
9	October 29	Read: Chapter 9 (Science of Leadership) Lecture: When Leadership gets Awry <b>In-Class Group Work # 3</b> <b>Project Charter</b>

10	November 5	Read: Chapter 10 (Science of Leadership) Lecture: Lets talk about Followership <b>Assignment 2 is due on November 5</b>
11	November 12	<b>In-Class Group Work # 4</b>
12	November 19	Group Presentations
13	November 26	Group Presentations
14	December 3	Group Presentations
		In-person Final Exam (Date TBD)