IBH 3LD0
IBH Leadership Development—Self-Regulation
Fall 2024/Winter 2025 Course Outline

Integrated Business and Humanities
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

The LD0 course series in the IBH program is designed to provide students with the foundations required for effective leadership. In 3LD0, students will be provided with opportunities to build self-awareness and self-regulation by exploring and practicing value-driven and ethical leadership.

INSTRUCTOR AND CONTACT INFORMATION

Class Dates, Times, and Locations: Tues 2:30–4:20;
Thurs 2:30–3:20

Dr. Lisa Lorentz
Leadership Coordinator
lorentlm@mcmaster.ca
Office: DSB A102
Office Hours: Email to
Schedule

Course Website: https://avenue.mcmaster.ca
Leadership Session Booking Website: https://oscarplusmcmaster.ca/home.htm

COURSE ELEMENTS

Credit Value:	0	Leadership:	Yes	IT skills:	No	Global view:	No
A2L:	Yes	Ethics:	No	Numeracy:	No	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	No	Guest speaker(s):	Yes

COURSE DESCRIPTION

Students will complete a variety of exercises and assignments to build an understanding of how their personal values influence their decision-making and leadership, and practice exercising value-driven and ethical leadership.

LEARNING OUTCOMES

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

➢ Students will be able to articulate how various aspects of their personal leadership profile (i.e., shareholderism/stakeholderism, values) influence their approach to leadership after completing the Leadership Self-Assessment and reviewing the personalized feedback report.
➢ Students will learn to reflect on and discuss how their leadership profile influences their leadership through a one-on-one (1:1) Leadership Session with the Leadership Coordinator.
➢ Students will gain confidence making value-driven decisions, even, and especially, in situations of value conflict.
➢ Students will be able to update and deploy a Leadership Development Plan to address their personal leadership challenges.
➢ Students will learn to productively discuss their leadership challenges and growth through participation in workshop activities and the development of a Leadership ePortfolio.

COURSE MATERIALS AND READINGS

Required:
There is no required textbook for this course. All course materials will be made available on Avenue to Learn. Please check Avenue to Learn regularly throughout the course.

COURSE DELIVERY

ACTIVITY	DELIVERY	DESCRIPTION	TOOL(S)
Workshops	Synch	1–2 hr. live session	TopHat
1:1 Leadership Session	Synch	45 minutes; sign up for one-on-one leadership session with the Leadership Coordinator on OSCARplus	OSCARplus to book

COURSE OVERVIEW AND ASSESSMENT

Late assignments will be penalized 5% for each day they are late and missed tests/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. Your final grade will be calculated as follows (you must achieve **50% in each module** to pass the course):

GRADE COMPONENT	MODULE WEIGHT	TERM	DESCRIPTION
MODULE 1: LEADERSHIP ASSESSMENT & SESSION (30% of Overall Grade)			
Assignment 1: Leadership Self-Assessment	25%	Fall	Online multiple-choice survey; takes approximately 30 minutes to complete
1:1 Leadership Session Attendance	75%	Fall	***Attendance for a 1:1 Leadership Session is mandatory** 45 minute one-on-one meeting with Leadership Coordinator **MUST** complete Leadership Self-Assessment and review Personalized Feedback Report **before** Leadership Session Booked through OSCARplus (https://oscarplusmcmaster.ca/home.htm)
MODULE II: LEADERSHIP ePORTFOLIO "Backstage" ASSIGNMENTS (35% of Overall Grade)			
Assignment 2: Leadership Reflection & Vision	15%	Fall	One-page written reflection on leadership profile and vision following 1:1 Leadership Session
Assignment 3a/3b: Leadership Journaling	30%	Continuing	Two (2) one-page written reflections about recent leadership experiences. Experiences can draw from any experience that tapped into your leadership, including from the classroom, extra-curriculars, your personal life, etc.
Assignment 4: Leadership Development Plan (LDP)	20%	Winter	Written document that outlines approach to address three leadership challenges/issues. Instructions will be provided in class during the LDP workshop.
Assignment 5: Workshop Reflections	20%	Continuing	Following each workshop, you are required to write a 250-word reflection about the workshop worth 2.5% each. Students must only submit eight (8) reflections to receive the full grade for this assignment. Reflections are taken as evidence of participation in workshops—attendance is required to submit a reflection.
Assignment 6: Career Panel Pre-Work	15%	Winter	Prior to the Career Panel, you are required to read the associated article and submit two (2) questions for the panel.
MODULE III: LEADERSHIP ePORTFOLIO "Main Stage" ASSIGNMENT (35% of Overall Grade)			
Assignment 7: Leadership ePortfolio Final Submission	60%	Winter	Creation of an ePortfolio to share with peers that captures i) Past (20%, reflecting on leadership growth throughout 3LD0), ii) Present (20%, your current leadership profile and vision) and iii) Future (20%, top of mind leadership goals and aspirations).
Assignment 8: ePortfolio Peer Feedback	40%	Winter	Complete peer feedback worksheet for two (2) assigned peers following April 7 presentations, worth 20% each.

COURSE DELIVERABLES

MODULE I: LEADERSHIP ASSESSMENT AND SESSION (30% of overall grade)

Assignment #1 – Leadership Self-Assessment (Online)
This assignment is worth **25%** of your Module I grade and will be marked based on completion. The assignment link is available on Avenue and must be completed before **Thurs Sept 12 @ 11:59PM**. In this online assessment, you will be asked to answer various questions about your leadership—all responses are confidential and will only be seen by the Leadership Coordinator. Personalized feedback reports will be available on **Tues Sept 17**.

1:1 Leadership Session
1:1 Leadership Sessions are graded on attendance and session attendance is **mandatory**. Sessions can be booked on OSCARplus on a first-come first-served basis (https://www.oscarplusmcmaster.ca/login/overview.htm). Assignment #1 The Leadership Self-Assessment **must** be completed before your Leadership Session—failure to do so will result in your Leadership Session being cancelled. Leadership Sessions must be attended **on or before Dec 3.**

MODULE II: LEADERSHIP ePORTFOLIO "Backstage" Assignments (35% of overall grade)

The following assignments are to be completed throughout the year to allow you to reflect on your growth and development throughout the course, as well as to provide the necessary background to complete your end-of-year ePortfolio for Module III.

Assignment #2 – Leadership Reflection
This assignment is worth **15%** of your Module II grade and will be marked based on completion. You will begin a first draft of this assignment in the "Giving Voice to Values: Rationalizations" workshop on Sept 31. You are required to complete a 1–2 page reflection (single-spaced, 12-pt font, regular margins) that addresses the prompt(s) on Avenue. This reflection is due on Avenue on **Thurs Oct 3 @ 11:59 PM**.

Assignment #3a/3b – Leadership Journaling
These assignments are worth **30%** of your Module II grade (15% each) and will be marked based on completion. You are required to reflect on a leadership experience you have had in the current academic term. The experience may have occurred in any setting, including (but not limited to) in the classroom (e.g., group project), extra-curriculars (e.g., club or sports), a part-time job, your personal life, etc. Assignment 3a/3b are due on Avenue on **Thurs Nov 28 and Thurs Mar 20 @ 11:59PM**, respectively.

Assignment #4 – Leadership Development Plan (LDP) Update
This assignment is worth **20%** of your Module II grade and will be marked based on completion of the LDP worksheet. This assignment will be available on Avenue and is due **Thurs Nov 21 @ 11:59 PM**.

Assignment #5 – Workshop Reflections
These assignments are overall worth **20%** of your Module II grade. Following each workshop, you are required to write a 250-word reflection about the workshop worth 2.5% each of your Module II grade. Eligible workshops

are noted on the syllabus course outline with an asterisk (*). The lowest two Workshop Reflection grades will be dropped, meaning that students must only submit eight (8) reflections to receive the full grade for this assignment. Reflections are taken as evidence of participation in workshops—attendance is required to submit a reflection. Topics/Activities in the Syllabus Course Schedule marked with an asterisk (*) are eligible for Workshop Reflection submissions.

Assignment #6 – Career Panel Pre-Work

This assignment is worth **15%** of your Module II grade. Prior to the Career Panel workshop on Thurs Jan 30, you must read the HBR article *Your Career Doesn't Need to Have a* Purpose, available on Avenue, and submit two (2) questions relevant to the article to be shared with the Panel. This assignment is due **Thurs Jan 23 @ 11:59 PM.**

MODULE III: LEADERSHIP ePORTFOLIO "Main Stage" ASSIGNMENT (35% of final grade)

The process of creating an ePortfolio is equally as important, if not more important than the end result of the ePortfolio itself. Creating an ePortfolio requires you to critically reflect on your experiences, your growth, and where you are today—these are all critical components in leadership development, including in developing Self-Awareness, which involves understanding you see *yourself* as a leader. Assignment #7 provides you with an arena to critically reflect on your growth over the past year, and a place to outline the type of leader you want to be, as well as the gaps toward getting there. Assignment #8 provides you with the opportunity to learn from others' journeys and to receive feedback about how you have shared and presented your ePortfolio.

Assignment #7: Leadership ePortfolio Final Submission

You will create an ePortfolio using the free Pressbooks software worth 60% of your Module III grade. Templates and examples will be provided in class. The goal of the ePortfolio is to reflect on your leadership development through 3LD0, and to then present that reflection to an audience of your peers to celebrate your accomplishments and to receive feedback. How you reflect and present your development is up to you: you may include text, pictures, videos, podcast-style reflections or anything that you feel captures your growth! However, your ePortfolio must cover the following elements: i) Past (20%, reflecting on leadership growth throughout 3LD0), ii) Present (20%, your current leadership profile and vision) and iii) Future (20%, top of mind leadership goals and aspirations).

Assignment #8: ePortfolio Peer Feedback

On Monday April 7 during class time, you will be assigned two (2) peers to provide with feedback (and receive feedback from). You will complete the peer feedback worksheet for each peer, which provides spaces for you to pose questions to your peer and provide feedback.

Final Exam

There is no final exam for this course.

**SPECIAL NOTE: For Students Enrolled in Exchange
Course deliverables are the same as stated above with the following exceptions:
Assignment #3b: Leadership Journal 3b must follow the Student Success Center (SSC) Stories from Abroad Blogpost guidelines. These guidelines are available on Avenue.

Assignment #5 Workshop Reflections: Students must submit five (5) reflections, with each reflection worth 5% of the Module II grade. The lowest Workshop Reflection grade will be dropped, meaning that students only need to submit four (4) Workshop Reflections to receive full marks for this assignment.

Module III: Your Module III grade will be based only on Assignment #7 (i.e., you do **not** need to complete Assignment #8). You are encouraged to reflect heavily on your exchange experience while creating your ePortfolio.

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.

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.

GENERATIVE ARTIFICIAL INTELLIGENCE (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 stated 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.

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. email, Avenue to Learn (A2L), web pages, TopHat, MS Teams, 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, 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 IBH 3LD0 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

IBH 3LD0
IBH Leadership Development—Self-Regulation
Fall 2024–Winter 2025 Course Schedule

Topics/Activities marked with an asterisk (*) are eligible for Assignment 5–Workshop Reflection submissions.

FALL 2024				
WEEK	**DATE**	**TOPIC/ACTIVITY**	**DATE**	**TOPIC/ACTIVITY**
1		NO CLASS	Thurs. Sept. 5	NO CLASS
2	Tues. Sept. 10	Intro to 3LD0*	Thurs. Sept. 12	NO CLASS **Assignment 1: Leadership Survey Due @ 11:59 PM**
3	Tues. Sept. 17	Reading your Report & Personal Professional Profile*	Thurs. Sept. 19	NO CLASS
4	Tues. Sept. 24	NO CLASS	Thurs. Sept. 26	NO CLASS

5	Tues. Oct. 1	Giving Voice to Values (GVV): Rationalizations*	Thurs. Oct. 3	NO CLASS
6	Tues. Oct. 8	NO CLASS	Thurs. Oct. 10	NO CLASS
		FALL READING BREAK		
7	Tues. Oct. 22	NO CLASS	Thurs. Oct. 24	NO CLASS
8	Tues. Oct. 29	GVV: Case Study*	Thurs. Oct. 31	NO CLASS
9	Tues. Nov. 5	NO CLASS	Thurs. Nov. 7	NO CLASS
10	Tues. Nov. 12	Reflecting on Your LD0 Leadership Journey*	Thurs. Nov. 14	NO CLASS **Assignment 2: Leadership Vision & Reflection Due @ 11:59 PM**
11	Tues. Nov. 19	NO CLASS	Thurs. Nov. 21	NO CLASS **Assignment 3a Due @ 11:59PM**
12	Tues. Nov. 26	Accountability (Review/Update LDP)*	Thurs. Nov. 28	NO CLASS **Assignment 4: LDP Update Due @ 11:59 PM**
	Tues. Dec. 3	NO CLASS **Last Day for 1:1 Leadership Sessions**	Thurs. Dec. 5	NO CLASS

[†]**IMPORTANT NOTICE:** Please note that three (3) Groupwork Workshops will be scheduled for the Winter Term during Wednesday class times. Specific dates will be announced before the end of Fall Term both in class and on Avenue.

WINTER 2025				
WEEK	**DATE**	**TOPIC/ACTIVITY**	**DATE**	**TOPIC/ACTIVITY**
1	Tues. Jan. 7	Power With*	Thurs. Jan. 9	NO CLASS[†]
2	Tues. Jan 14	NO CLASS	Thurs. Jan. 16	NO CLASS[†]
3	Tues. Jan. 21	GUEST: Dr. Parmjit Singh • Resilience*	Thurs. Jan. 23	NO CLASS[†] **Assignment 6: Career Panel Pre-Work Due @ 11:59 PM**
4	Tues. Jan. 28	NO CLASS	Thurs. Jan. 30	CPD: Finding Meaning Panel
5	Tues. Feb. 4	Different Ways of Knowing*	Thurs. Feb. 6	NO CLASS[†]
6	Tues. Feb. 11	NO CLASS	Thurs. Feb. 13	NO CLASS[†]
		WINTER READING BREAK		
7	Tues. Feb. 25	Leading with Compassion*	Thurs. Feb. 27	NO CLASS[†]
8	Tues. Mar. 4	NO CLASS	Thurs. Mar. 6	NO CLASS[†]
9	Tues. Mar. 11	GUEST: Khadijeh Rakie • Ethics*	Thurs. Mar. 13	NO CLASS[†]
10	Tues. Mar. 18	NO CLASS	Thurs. Mar. 20	NO CLASS[†] **Assignment 3b Due @ 11:59PM**

11	Tues. Mar. 25	Optional ePortfolio Help Drop-In	Thurs. Mar. 27	NO CLASS[†]
12	Tues. Apr. 1	ePortfolio Sharing	Thurs. Apr. 3	NO CLASS[†]
13	Tues. Apr. 8	NO CLASS	Thurs. Apr. 10	NO CLASS[†]