IBH 3LD0
IBH Leadership Development: Leadership Effectiveness
Fall 2026/Winter 2027 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 build further upon their self-awareness and self-regulation skills by exploring and practicing value-driven and ethical leadership and examining the application of learned skills within different leadership contexts.

INSTRUCTOR AND CONTACT INFORMATION

Class Dates, Times, and Locations:
Tuesday, 10:30 AM to 12:20 PM
MCCD 3300

Corrin Whiteway
Leadership Coordinator
whitewc@mcmaster.ca
Office: MCCD 2200
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. Students will compile their learnings from across the course into a capstone Leadership ePortfolio to reflect on their leadership growth throughout the year.

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 goals.
- Students will learn to productively discuss their leadership challenges and growth through participation in session 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)
Sessions	Synchronous	2 hr. live sessions	TopHat, Avenue
1:1 Leadership Session	Synchronous	30 minutes; sign up for one-on-one leadership session with the Leadership Coordinator on OSCARplus	OSCARplus to book

COURSE SESSIONS

3LD0 will not meet every week. Below is the class schedule for when sessions will run:

FALL SEMESTER	WINTER SEMESTER
• **Tuesday September 15th** – Your Leadership Journey • **Tuesday October 20th** – Feedback & Accountability • **Tuesday November 17th** – Planetarium Visit: Group 1 • **Tuesday November 24th** – Planetarium Visit: Group 2 • **Tuesday December 1st** – Different Ways of Knowing	• **Tuesday January 12th –** Power, Privilege & Giving Voice to Values • **Tuesday February 2nd –** Global Leadership • **Tuesday March 2nd** – Mediating and Managing Conflict • **Tuesday March 30th** – ePortfolio Sharing

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	ASSIGNMENT WEIGHT	TERM	EST. TIME	DESCRIPTION
MODULE 1: LEADERSHIP ASSESSMENT & COACHING (34% of Overall Grade)				
Leadership Self-Assessment	20%	Fall	30 mins	Online multiple-choice survey
1:1 Coaching: Pre-Work	20%	Fall	45 mins	• Short executive summary of your Leadership Self-Assessment report • 2-question self-reflection
1:1 Leadership Session Attendance	30%	Fall	30 mins	30 minute one-on-one meeting with Leadership Coordinator • **Attending your 1:1 Leadership Session is <u>mandatory</u>** • **<u>You must</u>** complete Leadership Self-Assessment and Coaching Pre-Work **<u>before</u>** your Leadership Session Booked through OSCARplus (https://oscarplusmcmaster.ca/home.htm)
1:1 Leadership Development Plan	30%	Fall	60 mins	A leadership visioning exercise to help you set leadership goals and a plan to develop your personal leadership skills
MODULE 2: SESSION REFLECTIONS (33% of Overall Grade) Reflections are taken as evidence of participation in sessions—attendance is required to submit a reflection.				
Your Leadership Journey	16.5%	Fall	30-60 mins	Written reflection on your leadership journey so far in IBH
Feedback and Accountability	16.5%	Fall	30-60 mins	Written reflection on receiving and giving feedback
Different Ways of Knowing	16.5%	Fall	30-60 mins	Written reflection on your experience during the Planetarium visit
Power, Privilege and GVV	16.5%	Winter	30-60 mins	Written reflection on your power and/or privilege and how these concepts connect to voicing one's values
Global Leadership	16.5%	Winter	30-60 mins	Written reflection on leadership in a diverse world
Mediating and Managing Conflict	16.5%	Winter	30-60 mins	Written reflection on your experiences within conflict and resolving conflict
MODULE 3: LEADERSHIP ePORTFOLIO (33% of Overall Grade)				
Leadership ePortfolio Final Submission	60%	Winter	4 hrs	Creation of an ePortfolio to share with peers that captures your LD0 Leadership Journey.

				This portfolio is a collection of your reflection assignments throughout the course (70%) combined with new analysis and reflection (30%).
ePortfolio Peer Feedback	40%	Winter	2 hrs	Complete peer feedback worksheet for two (2) assigned peers

COURSE DELIVERABLES

MODULE I: LEADERSHIP ASSESSMENT AND COACHING (33% of overall grade)

Leadership Self-Assessment
This assignment is worth **20%** of your Module I grade and will be marked based on completion.
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 shared after surveys are complete and will be used to guide your 1on1 session.
The assignment link will be available on Avenue and must be completed before **Sept 16, 2026 @ 11:59PM**

1:1 Leadership Session Pre-Work
This assignment is worth **20%** of your Module I grade and will be marked based on completion.
24 hrs before your 1:1 Leadership Session, you must complete and submit an assignment summarizing your Leadership Self-Assessment Report and sharing your current perspective on Leadership Coaching.

1:1 Leadership Session
This assignment is worth **30%** of your Module I grade and will be marked based on completion.
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).

The Leadership Self-Assessment and Coaching Pre-Work must be completed 24hrs before your Leadership Session

- **Failure to do so will result in your Leadership Session being cancelled.**
- Leadership Sessions must be attended **on or before December 03, 2026.**

Leadership Development Plan
This assignment is worth **30%** of your Module I grade and will be marked based on completion.
Your Leadership Development plan is a goal-setting guideline for you to articulate your leadership vision and plan for your personal leadership growth and development. It is worth 30% of your Module 1 grade and is to be completed after your 1:1 Leadership Session.

MODULE II: SESSION REFLECTIONS (33% of overall grade)

Session reflections 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 context to complete your end-of-year ePortfolio for Module III. Reflections are taken as evidence of participation in sessions—attendance is required to submit a reflection.

Session Reflections

These assignments are worth **100%** of your Module II grade (16.5% each) and will be marked based on completion. You will reflect on past leadership experiences, personal experiences, class work, personal relationships, session experiences, and more. There are 6 reflections in total for this course.
Each reflection is due one week after the corresponding session.

Once receiving feedback, you will be able to re-submit an edited reflection to increase your grade if you so choose. The goal of resubmitting work is to give students an additional opportunity to create a reflection that adheres more closely to the standard of experiential learning reflection.
Resubmissions are due **two weeks after the original due date.** The grade given on your resubmission will be your final grade for that reflection.

MODULE III: LEADERSHIP ePORTFOLIO (33% of final grade)

The process of creating an ePortfolio is equally as important, if not more important than the 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 essential components in leadership development.

Leadership ePortfolio Final Submission

You will create an ePortfolio worth **60%** of your Module III grade. This is a creative project where expressing yourself is encouraged - 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! You can use whatever tool or platform you prefer. Templates, examples and outlines 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. However, your ePortfolio must cover the following elements:

1. Past (33%, reflecting on leadership growth throughout 3LD0)
2. Present (33%, your current leadership profile and vision)
3. Future (33%, top of mind leadership goals and aspirations).

Due March 29, 2027 @ 12:00PM NOON

ePortfolio Peer Feedback

This assignment is worth **40%** of your Module I grade and will be marked based on completion.
On Tuesday March 30th during class time, you will be assigned two (2) peers to provide with feedback (and

receive feedback from). One peer will be in your cohort and one peer will be from 2LD0. You will complete the peer feedback worksheet for each peer, which provides spaces for you to pose questions to your peer and provide feedback.
Due March 31, 2027 @ 11:59PM.

Final Exam
There is no final exam for this course.

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 to create writing they submit as their own work. 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 is considered 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.

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SCHOOL OF BUSINESS
EDUCATION WITH PURPOSE

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