

YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCES MANAGEMENT
LEADERSHIP AND MANAGEMENT SKILLS
HRM 3440 A 3.0 (FALL 2019)

Class Time: Monday, 19:00-22:00

Location: ACW 307

Instructor: Dr. Gordon Wang

E-Mail: gordwang@yorku.ca

Office: Atkinson 121

Office Hours: Monday 17:30-18:30

COURSE OBJECTIVES:

This course is designed to provide an understanding on what it means to be an effective manager and leader. We will examine personality traits of leaders, nature and styles of leadership, and key leadership skills required to create a vision, to establish constructive organizational climate, and to overcome obstacles. Grounded in theory, emphasis is on developing self-awareness, and understanding personal and interpersonal competencies in the context of organizational complexities in practicing effective leadership.

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

- gain an awareness of their own leadership philosophy, traits, skills, and behaviors;
- develop an understanding and appreciation for the unique dimensions of their personal style, their strengths and weakness, and ways to improve what they do as managers and leaders;
- expand their understanding of the fundamental ways leadership is practiced in the North American context.

PREREQUISITES: AP/HRM 2600 3.0

Students are personally responsible to ensure that they have the required prerequisites as stated in the course outline or in the course calendar. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

Note Regarding Assigned Readings

It is your responsibility to ensure that you read the material from the text and any other readings that are assigned. At times, I will spend some time lecturing on particularly important, difficult, and/or interesting text material and at other times my lectures will cover material that is not in the text. Therefore, you will be in a better position to learn and engage the lecture material if you have first read the assigned readings.

REQUIRED TEXT:

Northouse, P. G. (2018). *Introduction to Leadership: Concepts and Practice (4th ed.)*. Thousand Oaks, CA: SAGE Publications.

COURSE CONTENT:

Class	Topic	Chapter(s)
September 9	An Introduction to Leadership	Chapter 1
September 16	Recognizing Your Traits	Chapter 2
September 23	Engaging Positive Character Traits (Students to Form into Groups)	Chapter 3
September 30	Understanding Leadership Styles	Chapter 4 & 5
October 7	Developing Leadership Skills	Chapter 6
Reading Week, No Class		
October 21	Mid-Term Exam (Based on Chapters 1-6)	
October 28	Creating a Vision and Establishing a Constructive Climate	Chapter 7 & 8
November 4	Embracing Diversity and Inclusion	Chapter 9
November 11	Listening to Out-Group Members	Chapter 10
November 18	Managing Conflict and Overcoming Obstacles	Chapter 11 & 13
November 25	Addressing Ethics in Leadership	Chapter 12
December 2	Group Presentations and Wrap-Up	
TBA	Final Exam (Based on Chapters 1-13)	

Note: The instructor reserves the right to change or alter the course outline/syllabus/materials with a sufficient notice to students. On occasion, the instructor may add additional readings for a specific class, if he deems it necessary for the better understanding of the topic.

COURSE EVALUATION:

Class Participation:	10%
Group Assignment:	25%
Mid-term Exam:	30%
Final Exam:	35%

All final grades will be reviewed by the School of Human Resources Management. The School reserves the rights to modify them in order to maintain high standards.

Class Participation: 10%

Due to the nature of this course, class participation is essential. Students will be expected to do the assigned readings on time and come prepared for class discussions. In-class discussions will be deeper and more insightful if students have all come to class to discuss the material. In-class exercises will expose students to real work samples and help students develop skills and abilities related to the effective manager and leader. Students will be awarded points each class if engaging in quality discussions and in group-based exercises.

Group Assignment: 25%

The class will be formed into groups of 5-6 students in the third class. Each group will select a well-known leader to study his/her leadership traits, styles, contingencies, and effectiveness.

The group assignment has two components: a written report (15%) and presentation (10%).

The written report must be submitted to the Professor before the group presentation. The format of the report is 10-11 pages (excluding any appendices or references), double spaced, 1" margins on all sides, and 12-point Times New Roman font. The report must include a list of articles cited, using the APA style, and also include each group member's full names and student numbers. The report will be evaluated on style (grammar, etc.) and content (the extent and quality of research, analysis, and recommendations).

Each group will present its analysis report at the end of semester. Details will be provided in class.

Mid-Term Exam: 30%

A mid-term exam will be held at 19:00-21:00, October 21. It is imperative that students attend the mid-term since *there will be no other alternative dates to write a make-up exam*. The mid-term exam is a closed-book exam covering **text chapters 1-6**. The format will be multiple-choice and short-essay questions. More details will be provided closer to the exam date.

Final Exam: 35%

The final exam will be held during the formal examination period for the semester. It is imperative that students attend the final exam since *there will be no other alternative date to write the final exam*. The final exam is closed-book and cumulative, covering **text chapters 1-13**. The format will be short-essay questions, and a case study. More details will be provided closer to the exam date.

IMPORTANT YORK POLICIES:

Academic Honesty (Senate Policy)

LA & PS as a Faculty considers breaches of the Senate Policy on Academic Honesty to be serious matters. To quote the Senate Policy on Academic Honesty:

The Policy on Academic Honesty is a reaffirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. It outlines the general responsibility of faculty to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards.

Faculty members are encouraged to pursue suspected cases of academic honesty with formal charges. Students should, however, review the York Academic Honesty policy for themselves at: <http://www.yorku.ca/secretariat/legislation/senate/acadhone.htm>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <http://www.yorku.ca/academicintegrity/tutorial.htm>

Grade Component Deadline (Senate Policy)

The course assignment structure and grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) must be announced, and be available in writing, to students within the first two weeks of classes. Please see Important Dates at: <http://www.registrar.yorku.ca/importantdates/fw05.htm>

Graded Feedback Rule (Senate Policy)

Under normal circumstances, some graded feedback worth at least 15% of the final grade for Fall, Winter or Summer term, and 30% for 'full year' courses in the Fall/Winter term should be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

- graduate or upper level undergraduate courses where course work typically, or at the instructor's discretion, consists of a single piece of work and/or is based predominantly (or solely) on student presentations;
- practicum courses;
- ungraded courses;
- courses in Faculties where the drop date occurs within the first three weeks of classes;
- courses which run on a compressed schedule (a course which accomplishes its academic credits of work at a rate of one credit hour per two calendar weeks or faster).

Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible.

For more information on the Graded Feedback Rule, please visit:
<http://www.yorku.ca/secretariat/legislation/senate/gradfeed.htm>

20% Rule (Senate Rule)

No examination or test worth more than 20 % of the final grade will be given during the last two weeks of classes in a term, with the exception of classes which regularly meet Friday evenings or on the weekend (Saturday and/or Sunday at any time). For further information on the 20% Rule, please visit:
<http://calendars.registrar.yorku.ca/examschedules/examinfo/twentypercent.htm>.

For further information on examination scheduling, please see "Notes" in the table:

Reappraisals

For reappraisal procedures and information, please visit the Office of the Registrar site at:
<http://www.registrar.yorku.ca/services/policies/grade.htm>

Deferred Standing

Students who have experienced a misfortune or who are too ill to attend an examination in a course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit:
http://www.registrar.yorku.ca/services/ds_faq.htm

Students with Special Needs (Senate Policy)

York University is committed to making reasonable accommodations and adaptations in order to make equitable the educational experience of students with special needs and to promote their full integration into the campus community. **Please alert the Course Director as soon as possible should you require special accommodations.** For more information please go to:
<http://cds.info.yorku.ca/>