

## DEVELOPING MANAGERIAL & LEADERSHIP SKILLS

HRM 3440 N, WINTER 2020  
WEDNESDAYS 11:30 – 2:30 P.M.  
ROOM R S203

PROFESSOR SOOSAN D. LATHAM  
SOOSAND@YORKU.CA  
OFFICE HOURS BY APPOINTMENT

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

### EVALUATION OVERVIEW

Group Presentation	25%
Mid Term	20%
Participation & Case Discussion	15%
Profile Paper	20%
Final Exam	20%

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

### COURSE DESCRIPTION

This course is designed to provide an understanding on what it means to be an effective manager and a 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. This is a highly interactive and intensely reflective course based on

lectures & discussions. Attention will be given to enabling students to become actively involved in the practice of leadership within their selected environments.

Students are expected to read the assigned chapter and prepare to discuss related case studies in class. Additional articles will be posted on the Moodle course website. In addition, students are required to complete the chapter self-assessments questionnaires, observational exercises, and reflection and action worksheets. These activities are designed not only to facilitate class discussion but also to help students understand the concepts of management and leadership within the context of their own life.

By completing the course and related activities, the students will be able to:

- *Through self-assessment questionnaires, gain* an awareness of their own leadership philosophy, traits, skills, and behaviors.
- *Through reflection and action activities, 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.
- *Through discussion of shared experiences, expand* their understanding of the fundamental ways leadership is practiced in the North American context.

## COURSE ASSIGNMENTS

### *Leadership Profile:20%*

Students are required to keep a weekly learning journal throughout the term. The journal entries should include critical qualitative reflection on topics discussed in class as well as insights gained from outcome of assessments, observational activities, and feedback from others. A **five page, double space, font 12 interpretive** paper, supported by assessment results, must draw on weekly reflections to include:

- a) A statement of personal or professional vision,
- b) A critical evaluation of personal strengths and challenges based on questionnaire results, feedback from others, personal reflections as well as experiences
- c) Statement of short-term learning and long-term performance goals
- d) An action agenda for continuous development of managerial and leadership skills, knowledge or abilities.

The paper will be evaluated based on:

- a. Analytical understanding of the topics/theories selected,

- b. Sound application of theories to personal leadership strengths and challenges
- c. A personal development action plan consistent with vision and goals,
- d. Effective and clear use of English language.

*Group Project: 25 %*

Students will be assigned to a group and tasked with working together throughout the term. Specifically, the group will research additional theories, as well as design and deliver a 30-minute presentation by choosing a leader that demonstrates the effective characteristics of leadership. The objective for this activity is for students to:

- a. Experience working in groups and build teamwork abilities,
- b. Develop communication and presentation skills,
- c. Generate additional knowledge and contribute to class learning.

Group evaluation will be based on

- a) Group member's comprehensive knowledge of the topic
- b) Research contribution to theoretical learning beyond assigned chapters
- c) Application of theory to management and leadership practice
- b) Demonstration of collaboration and effective teamwork
- c) Effectiveness of communication and response to questions
- d) Structure and creative aspects of the presentation

Group members are tasked with contributing to the project and as well to the in-class presentation.

*Participation and Case Discussion: 15%.*

To be an effective leader/manager, one is required to have strong written and verbal communication skills and ability to express clear rationale for decisions. Students will be evaluated individually on their active participation in case discussions, sharing of ideas based on professional and personal experiences, asking relevant and value adding questions, and contribution to the learning and development of others.

**PLEASE NOTE: Attendance in all classes is a pre-requisite for learning in this course. If you are not able to attend the first two classes, or anticipate missing more than two classes due to personal schedule, you are strongly encouraged**

**not to take this course. Absence from classes and group discussions throughout the term will adversely affect participation grade.**

*Mid Term 20%*

The exam will comprise a series of questions based on theories and concepts learned to date.

*Final Exam: 20%*

The exam will require an analysis of a case directed at applying theories to practice.

*Course Schedule*

Session Dates	Assignment	Tuesday	Activity
1 January 8	Chapter 1	Course Overview On Being a leader	Group Work
2 January 15	Chapter 2/3	Personality Traits and Strength-based Leadership	Case Discussion: An Emerging Leader
3 January 22	Chapter 4/5	Philosophy, Style and Orientation of Leaders	Case Discussion: Many Managers. Different Styles Case Discussion: From Two to One
4. January 29	Chapter 6	Leadership Skills and Competencies	Case Discussion: Sweet Caroline's Group 1 Presentation: Leadership Style and Skills
5. February 5	Chapter 7/8	Creating a Vision, Establishing Culture & Values	Group 2 Presentation: Visionary Leadership Group 3 Presentation: Emotion & Stress in Leadership - Film Critic
6 February 12	<b>Mid Term Exam</b>		
7 February 19	<b>Reading Week</b>		
8 February 26	Chapter 9	Leadership Diversity & Inclusion	Group 4 Presentation: Inclusive Leadership; A Journal Article Review Group 5: Diversity and Challenge of Leadership

<b>9. March 4</b>	Chapter 10	Leading Teams & Outgroups	Group 6 Presentation: Team Leadership – A Journal Article Review Group 7 Presentation: Listening to Outgroup members: Film Review
<b>10. March 11</b>	Chapter 11	Managing Power & Conflict	Groups 8 Presentations: Women & Conflict in Leadership Case Discussion
<b>11 March 18</b>	Chapter 13	Overcoming Obstacles	Group 9 Presentation: Overcoming Personal and/or Professional Obstacles Case Discussion
<b>12 March 25</b>	Chapter 12	Ethics in Leadership Leading Change	Group 10 Presentation: Dark Side of Leadership Peer Feedback
<b>13 April 1</b>		<b>Final Exam</b>	<b>PROFILE PAPER DUE</b>