

HRM 3440, Summer 2020 Leadership and Managerial Skills

Administration

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Course Information

Course Objectives Researchers at the Center for Creative Leadership have found that successful managers are:

- (1) adaptable to change, deal with ambiguity and complexity, and learn quickly from a variety of experiences;
- (2) able to build teams in a variety of circumstances with many different types of people; and
- (3) characterized by respect for self and others.

This course follows the premise that Linda Hill notes in the preface to the second edition of *Becoming a Manager*: students have to teach themselves how to be managers. What exactly does that mean? To start, students in this course are asked to be introspective and reflective in order to develop the self-awareness necessary to succeed as a manager. The course will explore a number of areas relating to management practice, with the over-arching emphasis placed on understanding your own managerial competencies. Self-analysis can be difficult, and you should expect to be challenged in many ways in this course.

Upon completion of HRM 3440, it is expected that students will be able to:

- Reflect deeply on their own knowledge, skills, and abilities in order to understand how to successfully and effectively manage others
- Critically analyze management writing in its various forms, drawing out personal connections and organizational implications, as a means to developing their own management practice
- Communicate honestly, effectively, and efficiently in varied formats and as it relates to all aspects of management practice, in order to build trust and loyalty with and from those with whom they will be working

Course Format The format of HRM 3440 is best described as varied. Each module contains a mix of case studies, readings, and videos. Every week will require active participation. You are expected to contribute to the various activities through critical analysis of the concepts presented in the videos, cases, and readings. Valuable contribution includes diligent application of your skills and knowledge to the concepts being discussed; your relevant personal experiences are also thoughtful additions to peer interactions.

There are 3 modules in this course. The first module considers leadership focused on the 'self.' The second module focuses on relationships and the final module looks at groups and teams. Each module covers three distinct topic areas. At the end of the 3 modules, there is a final summative activity asking you to apply all of the learned material to your own leadership development.

Resources

Textbook	Northouse, P. Introduction to Leadership: Concepts and Practice. 4 th Edition
Additional Readings	Required readings are listed in the outline below. These readings are mandatory. For the articles that are available through the library, you will need to be on York's network, or logged in through the library's proxy server, to access the articles.
Class Slides	A slide deck will be posted to the course website at the same time as the videos.

Course Requirements

Overview	Book review wiki	30%
	Quizzes (3X10%)	30%
	Final exam	40%

Book Review wiki (group project) There are thousands of books about how to be a manager. This assignment asks you to critically review one of them with peers from your class. You will be assigned to a book review group. Together, your group will prepare a Wiki page that reviews the content and key learning from the book. Your review should also provide substantial critical analysis. Consider your classmates to be the 'audience' for this Wiki page. Others should be able to review your Wiki, understand the purpose of the book, and get a good sense of the insights and critiques drawn by your group members.

Your Wiki review should be a detailed, yet concise, analysis of the book you have chosen. It is expected that your group will critically and carefully read the book, in order to give your classmates a good understanding of the main themes of the book and its relevance to our overarching theme of developing managerial skills.

A book review asks you to analyze a book; your goal is to identify the key arguments of the book and how the author supports these arguments as well as to evaluate the book's strengths and weaknesses. A book review asks you to move beyond your personal likes or dislikes and provide a reasoned argument as to the merits or problems contained in the book. In a book review, it is not enough to say that a particular book was "bad" or "excellent." You need to provide detailed analysis as to what factors, such as scope, theoretical perspective, or use of evidence made it so.

Here are some questions to consider: how well the book has achieved its goal?; what possibilities are suggested by the book?; what has the book left out?; how does this book compare to others on the subject?; what specific points are not convincing?

Note that the above list isn't exhaustive and your book review can cover topics not on this list. (NB: your review does not have to answer all of these questions.) It is necessary, though, to make sure that you are making connections to developing managerial skills.

The Wiki project is due on the last day of class, August 12.

Quizzes At the end of each module you will complete a quiz. Rather than ask you to repeat or describe concepts from the course, the quiz will ask you to apply the course material to various contexts. This method of testing is aligned with the learning goals for the course. This course is not about memorizing leadership concepts; it is about learning to think through leadership challenges.

There is one quiz per module. You will have 12 hours to complete the quiz. It is in your

best interest to complete all of the units within the module prior to the 12-hour window. The quiz will be uploaded to the course website at 9 am EST and will be due by 9pm EST on the same day. Answers can be uploaded to the course website as a Word document and should be saved using your last name as the filename (e.g., budworth.wpd).

The date for each quiz is outlined in the class schedule at the end of this syllabus.

Please note you should plan now to set aside time on these dates to write the quizzes.

Final exam

The final exam will take place during the exam period as **scheduled by the Registrar**. The exam will be administered online. You will receive a series of short and long answer questions and have 2 hours to write up your answers. Again, the questions will ask you to apply the concepts from class to various scenarios or to your own leadership development. You will then upload your responses to the course website.

Protocol

Academic Integrity

The core principles of academic integrity – honesty, trust, fairness, respect and responsibility – should be in the forefront for all you do as a student, employee, and manager.

Please be reminded of York University's policies with respect to academic integrity. Violations of academic integrity are considered to be very serious and will be investigated in accordance with policy. The policy can be found at: <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Assignment Submission

Assignments should be submitted via the course website. A moodle site has been set up for this course. It can be accessed at <https://moodle.yorku.ca> using your passport York account.

It is important that your assignment is handed in on time. Failure to do so will result in a deduction of one full letter grade per day (i.e. an "A" assignment will become a "B" assignment). If there are extenuating circumstances that prevent you from getting your work done on schedule, you must notify me as soon as possible to make other arrangements. In these situations, I may require supporting documentation and will advise you on that as necessary.

Grades and Grading

Your work will be returned as quickly as possible. I am happy to answer any questions about grading, but please note that grades are not negotiable.