

DEVELOPING MANAGERIAL & LEADERSHIP SKILLS

HRM 3440 A
Fall 2020
Mondays, 4:00 – 7:00

Course instructor(s): Soosan Latham, PhD

Contact: soosand@yorku.ca

Office Hours: By individual appointment on Zoom or Google Hangout

Technical requirements:

The students are expected to participate in this course through Zoom video conferencing and to appear on video for class participation, discussion and presentations. In addition to stable, higher-speed Internet connection, students will need a computer with webcam and microphone, and/or a smart device with these features.

Here are some useful links for computing information, resources and help:

[Student Guide to Moodle](#)

[Zoom@YorkU Best Practices](#)

[Zoom@YorkU User Reference Guide](#)

[Computing for Students Website](#)

[Student Guide to eLearning at York University](#)

Times and locations:

Please note that this is a course that depends on remote teaching and learning. There will be no in-person interactions or activities on campus.

Organization of the Course:

This course is primarily run synchronously with 'live' sessions according to scheduled times with some variation. Students are expected to attend the 'live' Zoom meetings. Students who are unable to attend the live sessions, must inform the course director prior to the session so that opportunities can be provided for their engagement in the course. However, there are a number of asynchronous activities that provide students with opportunities to work at their own pace. Details for such activities are **highlighted in blue** within the course schedule.

Course webpage: Moodle

Course objectives and learning outcomes:

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

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 leadership strengths and challenges in the context of organizational complexities.

Students are expected to read the assigned chapters and prepare to discuss related case studies in class. Additional articles may 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 in preparation for a final paper. These activities are designed 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 way leadership is practiced in the North American context.

Attendance in all classes is a pre-requisite for learning in this course. If you are not able to attend the live sessions 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.

Course Text Book:

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

An interactive eBook version of the text is also available for students.

Course Schedule (Subject to Change)

Date	Time	Readings	Discussion Topics	Activity
Sept 14	4:00 – 7:00	Chapter 1	Introductions Course Overview Understanding Leadership	'Live' Zoom Session
Sept 21	5:00 –6:45	Chapters 2 & 3	Personality Traits Strength-based Leadership	Study Group Learning Case Discussion: An Emerging Leader Live Zoom session for all students to discuss the case as well as readings
Sept 28	4:30 – 5:30	Chapters 4 & 5	Leadership Style	Study Group Case Discussion: Many Manager Live Zoom meeting for all students to discuss the case and the readings
	6:00 – 7:00		Behaviour Orientation of Leaders	Study Group Case Discussion: From One to Two Live Zoom meeting for all students to discuss the case and the readings
Oct 5	4:00 -5:00	Chapter 6	Leadership Skills	Study Group 1 Presentation through 'live' Zoom Session
	5:00 – 5:30			Study Group Case Discussion: Sweet Caroline's
	5:45 – 6:45			Live Zoom meeting for all students to discuss the case and the readings
Oct 12	Reading Week			
Oct 19	Mid Term			
Oct 26	4:00 – 5:00	Chapter 7 & 8	Creating a Vision & Establishing Climate	Study Groups Develop a Vision Board
	5:30 – 6:45			Live Zoom meeting for all students & Group Presentations
Nov 2	4:00 – 5:00	Chapter 9	Diversity	Study Group 1

	5:30 – 6:45		Inclusion	Live Zoom Presentation Study Group 2 Live Zoom Presentation Class discussion
Nov 9	4:00 – 5:00 5:30 – 6:30	Chapter 10	Teams* Outgroups	Study Group 3 Live Zoom Presentation Study Group 4 Live Zoom Presentation
Nov 16	4:00 – 5:00 5:30- 6:45	Chapter 11	 Managing Conflict	Study Group 5 Live Zoom Presentation Class Discussion
Nov 23	4:00- 5:00 5:30 – 6:45	Chapter 12	 Ethics, Power & Influence in Leadership	Study Group 6 Live Zoom Presentation Class Discussion
Nov 30	4:00 – 5:00 5:30 – 6:45	Chapter13	 Overcoming Obstacles	Study Group Live Zoom Presentation Class Discussion
Dec 7	FINAL EXAM			

*Separate reading will be provided

Evaluation:

Group Presentation	25%
Mid Term	20%
Participation & Case Discussion	10%
Profile Paper	25%
Final Exam	20%

Assignment details will be provided during the first class.

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 Policies:

There are no make-up opportunities for missing the Mid Term. In cases where medical documents are presented and approved, the weight of the Mid Term may be transferred to the Final exam.

There will be no recording of sessions or students' presentations. Students do not have permission to record, duplicate, copy and/or distribute the material presented outside of the

class.

Academic Honesty and Integrity

In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing SPARK's [Academic Integrity module](#) at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the [Senate Policy on Academic Honesty](#).

Moodle/Turnitin

To promote academic integrity in this course, students will be normally required to submit their written assignments to Turnitin (via the course Moodle) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described on the Turnitin.com website.

Course Information

All students are expected to familiarize themselves with the following information:

- [Student Rights & Responsibilities](#)
- [Academic Accommodation for Students with Disabilities](#)
- [For more language on course information, please consult the University's [Important Course Information document](#).]