

**YORK UNIVERSITY**  
**SCHOOL OF HUMAN RESOURCE MANAGEMENT**  
**FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES**  
**HRM 3440 A, Summer 2022**  
**Leadership & Management Skills**

**Course Director:**

Shah Ali, BHRM, MHRM, CHRP  
Email: shaha@yorku.ca

**Time:** Tuesdays at 11:30am

**Location:** In person – ACE Room 9

**COURSE DESCRIPTION:**

This course provides a comprehensive introduction to leadership and management skills by focusing on what it means *to be an effective leader*. Throughout the course, we will examine topics such as the nature of leadership, leadership traits, developing leadership skills, creating a vision, managing conflict and addressing ethics in leadership; in addition, we will discuss the topic of how leaders motivate and inspire followers.

**PREREQUISITES:**

Prerequisite: AP/HRM 2600 3.0 or AK/ADMS 3480 3.0

**REQUIRED TEXTBOOK:**

Lussier, R. N., & Achua, C. F. (2022). Leadership: Theory, application, & skill development. SAGE.

**Specific Course Learning Objectives:**

This course is designed to provide an introduction to management & leadership by focusing on what it means to be an effective manager and a leader. Grounded in theory, emphasis is on developing self-awareness and understanding personal and interpersonal competencies in the context of complexities of practicing leadership. We will examine personality traits of leaders, nature and styles of leadership, and key leadership skills required to create a vision, establish constructive climates and overcome obstacles. This is a highly interactive course based on lecture-discussion, and attention will be given to enabling students to reflect and become actively involved in the practice of leadership.

Students are expected to read the assigned chapters, as well as additional articles that will be posted on the course website. In addition, students are required to complete the chapter self-assessments questionnaires,

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*I have borrowed some of the materials and content for this course from Velda Warren, who has previously taught this course. Some of the class slides borrow heavily from Sage Publishing., the publisher of the course text book.*

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:**

- 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.
- Through discussion of shared experiences, expand their understanding of the fundamental ways leadership is practiced in the North American context.

**Course Website:**

I will use eClass to facilitate communication to and from students. Note that Moodle will be the main venue through which lecture slides/PowerPoints will be posted, as well as up-to-date notices about the course, and your course grades. Please check the site as well as your Yorku email regularly for course related updates and information.

**Contact with Professor:** It is sometimes difficult to feel connected to a course. I hope to encourage live interaction with the weekly chats. I am also available via email. Just email me and we can set it up. I look forward to working with you!

**Lectures:** I will upload the PowerPoint slides on eClass for each chapter on a weekly basis. Since this will be held in person/synchronous, I expect you to attend all the class and actively participate. I will not be recording the lectures or uploading them.

**COURSE ORGANIZATION:**

Certain chapters have “de-emphasize” notes listed below. This does not mean that you can skip them altogether. It means that while you must understand these topics and why they are discussed, you will not be expected to answer very detailed questions relating to them.

Date	Topic	Chapter
May 10, 2022	Introduction to the course: Discussion on course outline and performance evaluation. Who is a Leader and What Skills Do Leaders Need?	Chapter 1
May 17, 2022	Leadership Traits and Ethics Leadership Behaviour and Motivation	Chapter 2 Chapter 3
May 24, 2022	Contingency Leadership Theories Influencing: Power, Politics, Networking and Negotiation	Chapter 4 Chapter 5
May 31, 2022	Communication, Coaching and Conflict Skills	Chapter 6
June 7, 2022	Leader-Member Exchange and Followership Leadership Video Assignment due on Sunday	Chapter 7

June 14, 2022	Team Leadership and Self-Managed Teams Charismatic and Transformational Leadership	Chapter 8 Chapter 9
<b>June 21, 2022</b>	<b>No Class – Summer Reading Week</b>	
<b>June 28, 2022</b>	<b>Midterm exam on Chapters 1- 7 (During Class Time 11:30am – 2:30pm)</b>	
July 5, 2022	Leadership of Culture, Ethics and Diversity Group Project Due on Sunday	Chapter 10
July 12, 2022	Strategic Leadership and Change Management	Chapter 11
July 19, 2022	Crisis Leadership & the Learning Organization	Chapter 12
<b>July 26, 2022</b>	<b>Final Exam on Chapters 8 – 12 (During Class Time 11:30am – 2:30pm)</b>	

\*Class schedule may be changed at the discretion of the Instructor.

### **COURSE EVALUATION:**

*Leadership Video Assignment:* 20% \* Due date is Sunday June 7<sup>th</sup>, 2022 at 11:59pm

*Mid-term Exam:* 30% \* To be held during class, June 28<sup>th</sup>, 2022

*Group Project:* 30% \* Due date is Sunday July 10<sup>th</sup>, 2022 at 11:59pm

*Final Exam:* 20% \* To be held during class, July 26<sup>th</sup>, 2022

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.

**Leadership Video Assignment: (20%):** In a group of 4 (same group as your project), create a video and upload it to YouTube covering the following concept:

- You are a leadership consultant company and you've chosen this company to help their CEO or Senior Leadership team with their leadership issues.
- Identify 3 issues that the company is facing. Using concepts from lectures, our textbook and other journals, apply these methods to address concerns that you've uncovered about the company's leadership. E.g. McGregor's Theory X & Y with the company and its workforce.
- The video is a maximum of 5 minutes in length. It should include your own personal narration, graphics, and/or skit and a presentation. Feel free to use your creativity too. The more effective you are in 'selling' this 'leadership fix' idea to the company, the better you'll do.
- FYI: the company should be a real company, but you are not meant to present this to them. This video is a good way to hone your technology related skills that will be relevant in the workplace.
- Once you've completed your YouTube video, please email me the link on or before the **due date**

**of Sunday June 7<sup>th</sup>, 2022 at 11:59pm.**

**Mid-Term Exam: (30%):** A mid-term examination will be held during the eighth week of the course. The mid-term exam is a closed-book exam covering materials covered in class. The format will most likely be a combination of multiple choice and essay/short answer questions, but that can change. Details to be confirmed closer to the date. You will be advised of the format prior to the midterm date. It is imperative that you attend the mid-term **since there will be no other alternative dates to write a make-up exam.** If you miss the midterm exam for a valid reason (as set out in York policies) then the value of the mid-term will be added to the value of your final exam, making your final exam worth 70%.

**Group Project Details – BOOK REVIEW: (30%)** – There are thousands and thousands of books about leadership. In this assignment you will critically review one of these books with your group and present a review to your classmates. A book review is a critical assessment of a book. It describes and evaluates the quality and significance of a book and does not merely summarise the content. As students you will be expected to demonstrate that you have examined the book from several angles. The points you raise (both positive and negative) need to be supported with evidence just as you would for other forms of academic writing.

**Formation:** The class will be placed into pre-assigned groups of no less than five (4) people and no more than six (6) people. This may be adjusted due to class size. The goal is to have at least 5 total groups. **Please check eClass for your list of group members.**

### **Group Written Assignment**

The final product of your book review will be a comprehensive written paper, following the APA format for scholarly writing submitted as a paper. **Your paper must be at least 12 pages, to a maximum of 15 pages.**

You should cover the following in your paper: **You can select the headings, this is just an example.**

- Complete bibliographic information
  - Title in full, author, place of publication, publisher, date of publication edition, number of pages.
- An Introduction
  - your overall impression of the book & statement about the author
  - a statement on the purpose of the book
  - a statement of the significance of the work
- Body
  - greater detail on the author's thesis and a summary of the main points
  - evaluation of strengths, weaknesses, contribution or bias
  - critical analysis of the book itself in comparison to journal articles, outside research; our textbook etc. (this is the main areas of the paper)
  - the evidence that is the basis of your critique
- The conclusion (last few pages) includes:
  - your final assessment (it's not simply that you agree with the book or not!)

- (re)statement of your recommendation and why you feel the way you do. I want you to use critical thinking in your assessment of this, not simply stating that it is good or not, I want you to defend your position.

You must also include a bibliography, if you reference the work of other authors, using the APA style. Your speaking notes will be judged on style (grammar, etc.) and content (the extent and quality of your research, analysis, and recommendations).

I encourage you to get an early start on your assignments. You may book appointments at the Writing Centre to work with a writing instructor on assignments at any stage in your writing process from understanding your assignment and getting started to substantive revision of drafts. Please note that the Writing Centre is not an editing service. In order to uphold your academic integrity, you are to play an active role in all decisions related to your writing. The Writing Centre is located at S311 Ross. Book an appointment for a one-to-one tutoring session.

**In cases where contributions of group members are in question, the instructor reserves the right to adjust the grade on the group presentation and paper accordingly for those individuals.**

Further details relating to the group presentation and paper will be provided later.

**Final Examination: (20%):** The exam will be held in class on **July 26<sup>th</sup>, 2022**. Details will be announced closer to the exam date. More details will follow as the semester progresses, but the exam will not be cumulative, it's only covering Chapters 9-13 (see above). There will be no other alternative date to write the final exam. The instructor will provide more details of the format.

### Criteria for Evaluation for Group Project

The criteria set out below are specific to the written paper. However, they are reflective of the evaluation criteria that will be used for the presentation as well (i.e. 20% of mark for presentation format and style, 80% for content).

#### 1. Format and Writing Style (20 points)

- Overall presentation; Section Headings; Graphs, Tables and Illustrations; Footnotes; Bibliography; Appendices; Other; Sentence structure; Word choice; Flow of paper (including how fluid and seamless the various writing styles are); Vocabulary; Punctuation; Spelling

#### 2. Content (80 points)

- Topic clearly defined; Directed at target audience; Arguments clearly presented; Originality of thinking; Thoroughness of research; Thoroughness of response; Quality of evidence; Coherence; Overall persuasiveness; critical analysis

IMPORTANT YORK POLICIES:

### **Academic Honesty (Senate Policy)**

Breaches of the Senate Policy on Academic Honesty are 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://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

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

### **Grading Scheme and Feedback Rule (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. Under normal circumstances, some graded feedback worth at least 15% per cent 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 (see policy for exceptions to this aspect of the policy: <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>)

### **Final Examinations 20% Rule (Senate Policy)**

No examinations or tests collectively worth more than 20 per cent of the final grade in a course will be given during the final 14 calendar days of classes in a term. The exceptions to the rule are classes which regularly meet Friday evenings or on Saturday and/or Sunday at any time, and courses offered in the compressed summer terms.

### **Reappraisals**

For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

### **Accommodation Procedures:**

#### **Deferred Standing**

The School of Human Resource Management's Deferred Standing Request process for Final Exams: **Within 7 calendar days** of a missed final exam, students must request a deferred exam by following these steps:

1. Submit a request online using the HRM Deferred Standing system: <http://shrm.laps.yorku.ca/students/deferred-exam-request/>
2. Submit the Deferred Standing Agreement (DSA) form along with supporting documentation (ie.

Attending Physician's Statement) to the School of Human Resource Management. Students will be notified via email about the status of their request once their forms have been processed by the Undergraduate Program Director.

**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.**