

**HRM 3440N: Leadership and Management Skills<sup>1</sup>**  
**York University Winter 2023**

School of Human Resources Management • Faculty of Liberal Arts & Professional Studies

**GENERAL INFORMATION**

Professor:	Dr. Anja Krstic
E-mail:	krstica@yorku.ca
Office Hours:	By appointment
Class Format:	Online
Class Meeting Location:	N/A
Course website:	eclass.yorku.ca

**COURSE INFORMATION**

**Course Description**

Leadership not only determines the fate of organizations, but also affects the personal, social, and professional lives of employees. This course provides an overview and discussion of theories of leadership and how they apply to real-life situations. Throughout the course, you will learn about leadership traits and behaviours, how leaders motivate and form relationships with followers, and how leaders inspire followers to pursue higher goals, behave ethically and authentically, and to work effectively in teams.

**Prerequisites**

AP/HRM 2600 3.00 and AP/ADMS 2400 3.00. For BCOM and BDEM students ADMS 2400 only. Students are responsible to ensure that they have the required prerequisites. Enrollment and all matters pertaining to course registration should be taken directly to the School of HRM via email at [lapsshrm@yorku.ca](mailto:lapsshrm@yorku.ca).

**Course Objectives**

- To inform you about theories and concepts of leadership.
- To develop your ability to apply theories of leadership through critical thinking.
- To inspire you to think about and develop leadership in your own professional life.

**Learning Goals**

Upon completion of this course, you should be able to:

1. Describe and explain key concepts, facts, principles, and theories of leadership.
2. Critically and creatively think about challenges leaders often face and identify practical uses of leadership concepts and theories.
3. Recognize your own and others' leadership competencies and apply what you have learned in class to your everyday life.

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<sup>1</sup> **Note:** Information contained in this course outline, including the course evaluation, is subject to change at any time before or over the course of the semester, and the instructor reserves the right to make such changes. Any such changes will be announced in class. It is the responsibility of each student to ensure that such communication is received and to adhere to these changes.

**COURSE SCHEDULE**

Week	Date	Topic	Readings and Assignments
1	Jan. 9	Course Overview Introduction to Leadership	Course outline Chapter 1
2	Jan. 16	Trait Approach Skills Approach	Chapter 2, 3 <b>Self-assessment 1 &amp; 2 (due Jan. 22)</b>
3	Jan. 23	Behavioural Approach Situational Approach	Chapter 4, 5 <b>Self-assessment 3 (due Jan. 29)</b>
4	Jan. 30	Team Leadership	Chapter 16 <b>Self-assessment 4 (due Feb. 5)</b>
5	Feb. 6	<b>MIDTERM</b>	
6	Feb. 13	Path-Goal Theory Leader-Member Exchange Theory	Chapter 6, 7 <b>Self-assessment 5 (due Feb. 26)</b>
	Feb. 20	<b>NO NEW CONTENT: READING WEEK</b>	
7	Feb. 27	Transformational Leadership Authentic Leadership	Chapter 8, 9 <b>Self-assessment 6 (due Mar. 5)</b>
8	Mar. 6	Servant Leadership	Chapter 10 <b>Self-assessments 7 (due Mar. 12)</b>
9	Mar. 13	Leadership Ethics	Chapter 15 <b>Self-assessments 8 (due Mar. 19)</b>
10	Mar. 20	Gender and Leadership	Chapter 14 <b>Self-assessment 9 (due Mar. 26)</b>
11	Mar. 27	Inclusive Leadership Abusive Supervision (not in textbook)	Chapter 12 <b>Self-assessment 10 (due April 2)</b>
12	Apr. 3	<b>NO CLASS</b>	<b>Group project due at 11:59pm</b>
<b>April 12-27: Final Exam Period</b>			

**Other Important Dates:**

January 22 – Add Deadline

March 17 – Drop Deadline

April 12-27 – Final Exam Period

**COURSE MATERIALS**

**Textbook:** Northouse, Peter G. 2021. *Leadership: Theory and Practice*, Ninth Edition. Thousand Oaks, CA: SAGE Publications.

<b>COURSE EVALUATION</b>
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<b>Assessment Methods</b>	<b>Percentage of Grade</b>
1. Weekly Self-Assessment Leadership Exercises	10%
2. Midterm Exam	30%
3. Final Exam	40%
4. Group Project	20%
<b>Total</b>	<b>100%</b>

<b>COURSE EVALUATION INFORMATION</b>
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### 1. Weekly Self-Assessment Leadership Exercises (10%)

There will be **ten** self-assessment exercises, which will help you to become more aware of your strengths and weaknesses in leadership and help you develop into a better leader. The goal is for you to know yourself better; therefore, you should provide honest responses rather than present yourself in a socially desirable manner. There are no right or wrong answers in these exercises. They will be marked for completion (i.e., you must complete all components of the posted exercise). You will submit your self-assessment exercises electronically (by 11:59 pm on the due date) on eClass. Late submission will not be accepted.

### 2. Midterm (30%) – February 6, 2023

### 3. Final Exam (40%) – TBA (Final Exam Period: April 12-27)

The exams will test your understanding of the key concepts and theories of leadership and your ability to apply them in the workplace. Each exam will consist of a combination of multiple-choice and short answer questions. Course materials covered in the lecture slides, lecture videos, cases, videos, and exercises are subject to examination. The final exam is non-cumulative; it will only cover material from after the midterm.

The final exam will take place during the final exam period. Please ensure that it does not conflict with the exams of other courses you are taking this semester. Please note that the midterm exam **cannot be deferred**. If, for any reason, you must miss the midterm exam, the value will be applied to the final exam (i.e., a missed midterm exam will result in the final exam being valued at 70% of the final grade). If you miss the midterm due to uncontrollable circumstances, such as medical emergencies (with valid documents), your final exam grade will be re-weighted.

### 4. Group Project: Report (20%) – due April 3 at 11:59pm

You will be assigned to a group of 4-5 people. This will occur after the add deadline (January 23). Your task for this group project will be to think of a question related to the topic of leadership, find a minimum of 10 **peer-reviewed empirical research articles** that will help you answer this question, and synthesize and summarize the insights derived from the findings of these articles in the form of a brief report. You will be graded on the applicability of your

question to organizational functioning and the workplace in general, the quality and appropriateness of the research articles used to answer the question, and the clarity, conciseness, and visual appeal of the report. This group project will provide you with the opportunity to familiarize yourself with reading research articles and finding evidence-based answers to important organizational questions.

You will have the opportunity to evaluate the contribution of your group members by completing a peer evaluation form upon completion of the group project. If you believe that all of your group members contributed fully to the Group Project, then there is no need to submit a peer evaluation form.

## CLASS PROTOCOL

### **Academic Honesty and Integrity**

The core principles of academic integrity – honesty, trust, fairness, respect and responsibility – should be in the forefront of 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 and activities should be submitted via the course website. An eClass site has been set up for this course. It can be accessed at <https://eclass.yorku.ca> using your passport York account.

Assignments may be processed through turnitin.com. Turnitin is a plagiarism prevention tool that checks your submission against other texts, including websites, journal articles, books, and other student submissions.

It is important that your activities and assignments are handed in on time. Self-assessment activities will not be accepted after the due date. Failure to submit the group project on time will result in a deduction of one full letter grade per day (i.e., an "A" assignment will become a "B" assignment). However, 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.

### **Course Communications and Email Policy**

Please note that I often communicate with the entire class using the Course Announcements forum on the course website. It is your responsibility to ensure that you are receiving course announcements via email and that you are regularly checking the Course Announcements forum for any updates.

I will reply to e-mail inquiries from students usually within 48 hours of their receipt (excepting weekends and holidays). If you do not receive a reply within this period, please resubmit your

question(s) or send a follow-up email. Each e-mail must include in the subject line the course identifier and a concise and clear statement of purpose [e.g., HRM3440N: question about the group project]. **Please make sure you consult the course outline, the course website, and other handouts BEFORE submitting inquiries by e-mail.** Keep in mind that last minute e-mails before a test or assignment may not receive a reply before the test or before the assignment is due, so please try to avoid these.