

DEVELOPING MANAGERIAL & LEADERSHIP SKILLS

HRM 3440 O
Winter 2023

Course instructor(s): Soosan Latham, PhD

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Office Hours: By Online Appointment

Course webpage: Eclass

This is an asynchronous online course that depends on remote teaching and learning. There will be no in-person interactions or activities on campus. Students are expected to work on their own and within their assigned groups, at their own pace. Students will have the option of participating in occasional scheduled Zoom sessions but are expected to engage in assigned discussion forums through Eclass course website. Zoom sessions and assignment deadlines are **highlighted in blue** within the course schedule.

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

[Zoom@YorkU Best Practices](#)

[Zoom@YorkU User Reference Guide](#)

[Computing for Students Website](#)

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

Course objectives and learning outcomes:

This course is an interactive and reflective course based on group work designed to provide an understanding of what it means to be an effective leader as well as to develop personal leader capabilities.

Grounded in theory, students will examine personality traits of leaders, nature and styles of leadership, and key leadership skills required. Discussions will address the importance of developing a vision, establishing a positive and inclusive organizational culture, and overcoming obstacles to achieving goals. Emphasis is on developing self-leadership through self-awareness, and understanding of personal and interpersonal leadership strengths and challenges within the context of current organizational and societal complexities.

Session videos and articles will be posted on Eclass course website for student review and learning. Attendance in live zoom sessions and participation in discussion forums are highly encouraged and contribute to student engagement grade.

Students are expected to review the session videos, read the posted articles and assigned chapters, and prepare to discuss related case studies in group setting.

To benefit from on-going learning and development, as well as prepare for the final paper, students are required to keep a reflective learning journal, complete the weekly chapter self-assessments questionnaires, observational exercises, and reflection and action worksheets. These activities are designed to help students understand the concepts of management and leadership within the context of their personal life.

By completing the above course 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.

Course Text Book:

Northouse, P. G. (2021). *Introduction to Leadership: Concepts and Practice* (5th ed.). Thousand Oaks, CA

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

Evaluation:

Group Presentation	30%
Profile Paper	30%
Forum Participation	20%
Journal Entries	10%
Case Assignments	10%

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 Schedule (Subject to Change)

Schedule	Learning Activities	Student Assignments
Week 1	Lecture Video Read Chapter 1- Understanding Leadership Zoom Meet & Greet, Jan 12, 11:00 – 12:30 p.m.	All students should plan to attend the Zoom session for introduction and course overview
Week 2	Lecture Video Read Chapters 2 & 6 – Personality Traits & Strength-based Leadership Group Case Discussion – The Strength to Stand Out	1.Submit Journal Entry 1 2.Submit group response to case questions Deadline: Jan 19, 11:59 p.m.
Week 3	Lecture Video Read Chapter 3 &4 – Styles & Behavior Orientation Group Case Discussion – Several Different Styles Zoom Meet, Jan 26, 1:00 – 12:30 p.m.	1.Submit Journal Entry 2. 2.Submit group response to case questions 3. Attend Zoom Review Deadline: Jan 26, 11:59 p.m.
Week 4	Lecture Video Read Chapter 5 – Leadership Skills Group Case Discussion – Give me Shelter	1.Submit Journal Entry 3 2.Submit group response to questions Deadline: Feb 2, 11:59 p.m.
Week 5	Lecture Video Read Chapter 7 & 8 – Creating Vision & Climate Groups develop a shared Vision Board Zoom Meet, Feb 9, 11:00 a.m.- 12:30 p.m.	1.Submit group vision board 2. Attend Zoom for Vision Q & A Deadline: Feb 9, 11:59 p.m.
Week 6	Reading Week	
Week 7	Lecture Video Read Chapter 9 &10 – Diversity & Inclusion & Outgroups	1.Group 1 & 2 Presentations 2.Discussion Forum Deadline: March 2, 11:59 p.m.
Week 8	Lecture Video Read Chapter11 – Managing Conflict	1.Group 3 & 4 Presentations 2.Discussion Forum Deadline: March 9, 11:59 p.m.
Week 9	Lecture Video Read Chapter 12 – Ethics, Zoom Meet March 16, 11:00 -12:30 p.m.	1.Group 5 & 6 Presentations 2.Discussion Forum 3.Attend Zoom Review Deadline: March 16, 11:59 p.m.
Week 10	Lecture Video Read Chapter 13 – Overcoming Obstacles	1.Group 7 Presentation 2.Discussion Forum Deadline: March 23, 11:59 p.m.
Week 11	Lecture Video Destructive Leadership	1.Group 8 Presentation 2.Discussion Forum 3.Submit Profile Paper Deadline: March 30, 11:59 p.m.

Course Policies:

Students do not have permission to duplicate, copy and/or distribute the session material or student presentations 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](#).

Turnitin

To promote academic integrity in this course, students may be required to submit their written assignments to Turnitin (via Eclass) 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](#).]