

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

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

**GENERAL INFORMATION**

Professor:	Tina Sharifi
E-mail:	tsharifi@yorku.ca
Office Hours:	By appointment
Class Format:	In-person
Class Meeting Location:	CLH M
Course website:	eclass.yorku.ca

**COURSE INFORMATION**

**Course Description**

*“The task that faces us now is to develop a greater understanding of what leadership is...the problems of the real world call for real leadership.” (Witzel, 2020, p. 297).*

Leaders have the capacity to inspire, empower and create meaningful change amongst their followers and within broader society. Yet, over the last century, there has been significant debate over definitions of leadership and leadership theory. Given the importance of leadership within organizational life, it is important to reflect and review the history of leadership to prepare and develop current and future understandings of this phenomenon. This course is designed to provide an overview and discussion of what it means to be an effective leader, alongside theories and concepts behind leadership, to offer real-world applications of learnings. You will learn about various leadership traits and behaviors, how leaders motivate and form relationships with followers, and how leaders inspire followers to pursue strategic goals, behave ethically and authentically, and to collaborate within teams. The objective of this course is to create an environment where students can actively and critically define and determine the practice of leadership within their surrounding world.

**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 review and discuss various leadership theories and concepts.
- To develop your ability to apply theories of leadership through critical thinking, reflection and writing.
- To encourage and develop a leadership identity in your personal and professional life.

**Learning Goals**

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

1. Describe and explain key concepts, theories, and principles of leadership.

## Sharifi | HRM 3440 – Summer 2023

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.

<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.

<b>COURSE SCHEDULE</b>
------------------------

Week	Date	Topic	Readings and Assignments
1	May 9	Course Overview Introduction to Leadership	Course outline Chapter 1
2	May 16	Trait Approach Skills Approach	Chapter 2, 3
3	May 23	Behavioural Approach Situational Approach	Chapter 4, 5
4	May 30	Break for the 2023 Congress of the Humanities and Social Sciences  (University remains open but no classes are held)	
4	June 6	Path-Goal Theory Leader-Member Exchange Theory	Chapter 6, 7
5	June 13	Transformational Leadership Authentic Leadership	Chapter 8, 9
6	June 20	<b>MIDTERM</b>	
7	June 27	<b>SUMMER BREAK</b>	
8	July 4	Servant Leadership Team Leadership	Chapter 10, 16
9	July 11	Leadership Ethics	Chapter 15
10	July 18	Gender and Leadership Diversity and Leadership (not in textbook)	Chapter 14
11	July 25	Inclusive Leadership Abusive Supervision (not in textbook)	Chapter 12
12	August 1	Leadership & Power Followership	Chapter 1 Chapter 13
13	August 8	<b>REVIEW</b>	<b>Leadership Profile due at 11:59 pm</b>
14	August 15	<b>No Class</b>	<b>Group project due at 11:59pm</b>
<b>August 17-24: Final Exam Period</b>			

Sharifi | HRM 3440 – Summer 2023

**Other Important Dates:**

May 22 – Add Deadline  
without permission of  
instructor

June 5- Add Deadline with  
permission of instructor

July 7 – Drop Deadline

August 17-24 – Final Exam  
Period

**COURSE MATERIALS**

**Textbook:** Northouse, Peter G. 2022. *Leadership: Theory and Practice*, Ninth Edition. Thousand Oaks, CA: SAGE Publications.

**COURSE EVALUATION**

<b>Assessment Methods</b>	<b>Percentage of Grade</b>
1. Leadership Profile	20%
2. Midterm Exam	25%
3. Final Exam	35%
4. Group Project	20%
<b>Total</b>	<b>100%</b>

**COURSE EVALUATION INFORMATION**

**1. Leadership Profile: Weekly Self-Assessment Leadership Exercise & Final Report (20%)**

A critical component of effective leadership is developed through self-reflection. Students are tasked with completing a weekly learning journal throughout the term. These reflections will allow for you to know yourself better; therefore, honesty and authenticity is encouraged. These journal entries are a form of self-assessment exercise that should reflect your learning and progress of leadership topics, theories and insight gained from readings, observational activities, and class discussion. While the journal entries are not graded, a leadership profile report will be expected. This is a five page, double space, font 12 interpretive paper, supported by assessment results, must draw on these weekly reflections to include: a) A statement of personal or professional vision, b) A critical evaluation of personal strengths and challenges based on personal reflections, feedback from others, and other experiences c) Statement of short-term learning and long-term performance goals d) An action agenda for continuous development of managerial and leadership skills, knowledge or abilities. You will submit your Leadership Profile electronically (by 11:59 pm on the due date) on eClass. Late submission will not be accepted.

**2. Midterm (25%) – June 20, 2023**

**3. Final Exam (35%) – TBA (Final Exam Period: August 17-24)**

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 answers and an essay question. Course materials covered in the lecture slides, lecture videos, cases, videos, and exercises are subject to examination. The final exam is non-

Sharifi | HRM 3440 – Summer 2023

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 August 8 at 11:59pm**

You will be assigned to a group of 4-5 people. This will occur after the add deadline (May 22). You will be asked to think of a critical question related to the topic of leadership and with your group, endeavor to answer this question. You must find a minimum of 10 **peer-reviewed empirical research articles** 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 within organizational settings and the workplace in general, the quality and relevance 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

Sharifi | HRM 3440 – Summer 2023

“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.

