

HRM 3440N: Leadership and Management Skills¹
York University Fall 2023

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

GENERAL INFORMATION

Professor:	Tina Sharifi
E-mail:	tinasha@yorku.ca
Office Hours:	By appointment
Class Format:	Online
Class Meeting Location:	Zoom
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.

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 – Fall 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.

¹ **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	September 6	Course Overview Introduction to Leadership	Course outline Chapter 1
2	September 13	Trait Approach Skills Approach	Chapter 2, 3
3	September 20	Behavioural Approach Situational Approach	Chapter 4, 5
4	September 27	Path-Goal Theory Leader-Member Exchange Theory	Chapter 6, 7
4	October 4	Fall Reading Week	
5	October 11	Transformational Leadership Authentic Leadership	Chapter 8, 9
6	October 18	MIDTERM	
7	October 25	Servant Leadership	Chapter 10
8	November 1	Leadership Ethics Team Leadership	Chapter 15 Chapter 16
9	November 8	Gender and Leadership Diversity and Leadership (not in textbook)	Chapter 14
10	November 15	Inclusive Leadership Followership	Chapter 12 Chapter 13
11	November 22	Leadership & Power Abusive Supervision (not in textbook)	Chapter 1
12	November 29	REVIEW	Leadership Profile due at 11:59 pm
13	December 6	No Class	Group project due at 11:59pm
December 7 - 20: Final Exam Period			

Sharifi | HRM 3440 – Fall 2023

Other Important Dates:

September 20 – Add Deadline
without permission of
instructor

September 28- Add Deadline
with permission of instructor

November 8 – Drop Deadline

December 7-20– Final Exam
Period

COURSE MATERIALS

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

COURSE EVALUATION

<i>Assessment Methods</i>	<i>Percentage of Grade</i>
1. Leadership Profile: Weekly Leadership Reflections	15%
2. Midterm Exam	30%
3. Final Exam	35%
4. Group Project	20%
Total	100%

COURSE EVALUATION INFORMATION

1. Leadership Profile: Weekly Leadership Reflections (15%)

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 content. Therefore, your reflections must draw from course content (readings, lecture, assessments within the textbook), discuss personal strengths and challenges, short and long-term goals/objectives, and incorporate plans for continuous development of managerial and leadership skills, knowledge or abilities. You will submit your weekly reflections electronically (Wednesday of each week by 11:59 PM EST) on eClass. Late submission will not be accepted.

2. Midterm (30%) – October 18, 2023

3. Final Exam (35%) – TBA (Final Exam Period: December 7-20)

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-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

Sharifi | HRM 3440 – Fall 2023

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%)

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 "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., HRM3440B: 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.

