



## **AP/HRM 4485 – EXECUTIVE COACHING**

### **Course Outline**

### **Fall 2024**

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Instructor: Dr. Sabrina Deutsch Salamon  
Office: Atkinson Building, Room 236  
Email: sdeutsch@yorku.ca  
Class time: Thursdays 11:30 A.M. – 2:30 P.M.  
Location: R S201  
Course website: eClass.yorku.ca

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#### **Course overview**

This course provides an overview of the theoretical bases, underlying principles and practical guidelines of executive coaching. The objective is to understand the executive coaching process, its unique challenges and goals, and its role in the HR function.

In addition to gaining this understanding, the course is designed to develop students' coaching skills and their ability to work with tools, techniques and assessments used in coaching.

#### **Prerequisites**

- 1) For students in an Honours program, 66 credits including AP/ADMS 2400 3.00 and AP/HRM 2600 3.00.
- 2) For BCOM students AP/ADMS 2400 only.
- 3) For other students, a grade of C+ or better in AP/HRM 2600 3.00 and AP/ADMS 2400 3.00.

#### **Language of Instruction**

Course credit exclusions: None.

Students are responsible to ensure that they have the required prerequisites as stated in the course the course calendar. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

#### **Enrolment**

Late enrolment is strongly discouraged. **Groups will be formed at the second week of class. If you enroll after the second week, you do so at your own risk.**

## Office Hours

If you would like to discuss your progress in the course or if you need assistance with the course material, please send me an e-mail to set up an appointment. I encourage you to meet with me as soon as possible if you have any questions or concerns.

## Required Course Readings

There is no textbook for this course. Required readings are assigned throughout the term. See course website for further information.

## Instructional Methods

The course combines theoretical and experiential learning through in-class exercises/simulations, class discussion, group presentations, and individual reflective assignments.

## Class Code of Conduct

You are expected to contribute to the creation of a classroom climate that is supportive, inclusive and conducive to learning. Please note the following expectations:

- Appropriate use of laptop computers. You are encouraged to use laptops in ways that will enhance, and not detract from, your classroom experience and the experience of those around you. Please refrain from using your phone during class.
- Be courteous. Come on time and do not leave early. Do not interrupt or engage in private conversations while others are speaking.
- Debating ideas and expressing disagreement is encouraged while simultaneously suppressing personal attacks.
- Class discussion stays in class.
- It is inappropriate to discuss exercises with others not enrolled in your section.

Please note that violating any of the above expectations will affect your class contribution mark.

## Course Evaluation

Your overall mark will be based on individual marks, group marks and peer evaluations as follows:

<b>Individual Marks:</b>	
Class Contribution	25%
Midterm Exam	25%
Final Reflective Paper	25%
<b>Group Marks:</b>	
Group Project	25%

Average Peer Evaluations:

Each member will assign a weight that represents the contribution of each group member to the group such that the average weight assigned to group members is exactly 100. Note that you are

not allowed to give to any team group more than 130 or less than 70. Students who fail to hand in peer evaluations on time will receive an average peer evaluation of 50.

Overall Group Mark = *Individual Marks* + (*Group Marks* x *Average Peer Evaluations*)

## Course Evaluation Components

### Individual Marks

#### Class Contribution (25%)

You will be evaluated on the following:

1. Your attendance and punctuality. Arrive on time and attend all classes.
2. Your preparedness. Demonstrate that you completed the assigned readings and came prepared to class.
3. Participation in class activities. Participate in and complete all the exercises/reflection papers assigned in class in a thoughtful manner.
4. Contribution to class discussion. Participate in class discussions, build on your classmates' comments and seek clarification when needed.
5. The extent to which you adhere to the class code of conduct (see previous page).

**Please have your name clearly displayed every class (in a large, dark font so I can read it from the front of the room).**

Midterm Exam (25%) The midterm exam is closed-book covering materials discussed in class (including videos and group exercises), as well as material in the assigned readings.

Final Reflective Paper (25%) Your paper will reflect on your one-on-one coaching experience with another person in the class. You will describe the process of coaching (both as a coach and a coachee), as well as analyze your challenges and key learning from your experience. Additional information about expectations and the criteria to be used for evaluation will be discussed in class and posted on the course website.

### Group Mark

Group Project (25%). Your group will select coaching related topic from the list of topics posted on the course website. You are to investigate this topic in depth, write a report and conduct a coaching session on this topic in class. Additional information about the group project and the criteria to be used for evaluation will be discussed in class and posted on the course website.

*All final grades will be reviewed by the School of Human Resource Management and the School reserves the right to modify them in order to maintain high standards*

## Other Useful Links

1. Religious Observance: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>
2. Grade Scheme and Feedback (Policy): <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>
3. Student Rights and Responsibilities: <http://oscr.students.uit.yorku.ca/student-conduct>
4. Academic Accommodation for Students with Disabilities: <http://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-with-disabilities-policy/>
5. Academic Honesty: <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>
6. Deferred Standing Request for HRM courses: <http://shrm.laps.yorku.ca/students/deferred-exam-request/>
7. Counselling & Disability Services: <http://cds.info.yorku.ca/>
8. Alternate Exam/Testing Scheduling Centre: <http://altexams.students.yorku.ca/>
9. Student Papers & Academic Research Kit [SPARK]: <https://spark.library.yorku.ca>