HRM 3440A: Leadership and Management Skills[1]
York University Fall 2024
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:	In-Person
Class Meeting Location:	Thursdays at 2:30 PM EST
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.

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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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[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 5	Course Overview Introduction to Leadership	Course outline Chapter 1
2	September 12	Trait Approach Skills Approach	Chapter 2, 3
3	September 19	Behavioural Approach Situational Approach	Chapter 4, 5
4	September 26	Path-Goal Theory Leader-Member Exchange Theory	Chapter 6, 7
5	October 3	Transformational Leadership Authentic Leadership	Chapter 8, 9
6	October 10	**MIDTERM**	
7	October 12-18	**FALL READING WEEK**	
8	October 17	Servant Leadership	Chapter 10
9	October 24	Leadership Ethics Leadership & Power Abusive Supervision (not in textbook	Chapter 15 Chapter 1
10	October 31	Team Leadership Followership	Chapter 16 Chapter 13
11	November 7	Gender and Leadership Diversity and Leadership (not in textbook)	Chapter 14
12	November 14	Inclusive Leadership	Chapter 12

13	November 21	EXAM REVIEW	*Leadership Profile due date 11:59 PM EST*
14	November 28	No Class	*Group project due at 11:59pm*
Exam Period		December 5-20	

Other Important Dates:
September 18 – Add Deadline
without permission of
instructor
October 2- Add Deadline with
permission of instructor
November 8 – Drop Deadline
November 9- December 3
Course Withdrawal Period

COURSE MATERIALS

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

COURSE EVALUATION

Assessment Methods	*Percentage of Grade*
1. Leadership Reflections	10%
2. Leadership Profile	20%
3. Midterm Exam	20%
4. Final Exam	30%
5. Group Research Project	20%
Total	100%

COURSE EVALUATION INFORMATION

IMPORTANT NOTE: *Students should regularly attend and engage with all lectures and be prepared to discuss and debate the material in a knowledgeable, critical, and respectful manner.*

1. Leadership Reflections (10%)

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 in-person at the beginning of lecture and **must submit only your own reflection**. *Late submission will not be accepted*.

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2. **Midterm (20%) – October 10, 2024**
3.   **Final Exam (30%) – TBA (Final Exam Period: December 5-20)**

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, true and false, short answers, and essay 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.   **Leadership Profile (20%)**
   This individual project is meant to encourage deep, authentic, and meaningful reflections through coursework, lecture, and class discussions. This profile outlines students' leadership learning journey throughout the course of the semester. This profile is based on students' weekly diary entries detailing reflections, ideas, and critical incident events around the topics learned that week and/or combined with what has been learned prior. 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 are expected to incorporate various theories and concepts from the course (text, assigned readings, media, class discussion) that have helped shape this final profile.

5.   **Group Project: Research Report (20%)**

You will be assigned to a group of 4-5 people. This will occur after the add deadline (September 18). 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.

Full Report: You must find a minimum of 12 **peer-reviewed** underline 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. Instructions for the full report will be posted on E-Class. The report must be submitted to TurnItIn no later than November 28th at 11:59 PM EST.

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/

Course Policy on Students' Use of Generative Artificial Intelligence (AI)

In this course, all work should be completed by you and you alone. As such, you are expressly prohibited from using generative artificial intelligence (AI), such as ChatGPT, to help you complete any of your work for this course (e.g. tests; assignments; presentations; essay outlines, etc.) If you do not know whether an online resource or tool can be used in this course, please contact me for guidance. Any use of generative AI in this course will be considered a breach of the Senate Policy on Academic Honesty. More specifically, using text-generating tools (such as ChatGPT) would be considered to be cheating (Senate Policy, section 2.1.1) and using image-generating tools (such as DALL-E) would be considered to be plagiarism (Senate Policy, section 2.1.3). For more information, please review AI Technology and Academic Integrity: Information for Students: https://www.yorku.ca/unit/vpacad/academic-integrity/ai-technology-academic-integrity/

Recording Lectures

Students may not create audio, video, or camera recordings of classes with the exception of those students requiring an accommodation for a disability. Those who have obtained permission are not authorized to disseminate their recordings. Students creating unauthorized recordings of lectures violate an instructor's intellectual property rights and the Canadian Copyright Act. Students violating this agreement will be subject to disciplinary actions under the Student Code of Conduct and Discipline.

Sharing/Selling Academic Work

Please do not post any course material from this course to any other websites. Students creating unauthorized audio recordings of lectures, or copies of assigned work, violate an instructor's intellectual property rights, and the Canadian Copyright Act. Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's Code of Student Rights and Responsibilities, the Senate Policy on Academic Honesty, and/or legal consequences for copyright violations. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

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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 t