



AP/HRM 4485 – EXECUTIVE COACHING
Course Outline
Fall 2025

This course is offered in **BLEND** format and **cannot be taken remotely.**

Most classes will be delivered in-person (on campus) and only a few will be conducted online¹

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: ACW203
Course website: eClass.yorku.ca

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 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.

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

¹ The full schedule is available on eClass, and is subject to change as deemed by the professor

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 both in-class and online 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:

Individual Marks:

Class Contribution	25%
Midterm Exam	25%
Reflective Paper	25%

Group Marks:

Group Project	25%
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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 exercises), as well as material in the assigned readings.

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

REMOTE LEARNING INFORMATION

Several platforms might be used in this course (e.g., eClass, Zoom, etc.) through which students will interact with the course materials, the course director, as well as with one another. Students are required to have access to minimum technology requirements to complete online activities and assignments.

TECHNICAL REQUIREMENTS & SUPPORT

When meeting online or completing coursework online, please ensure that you have access to a stable, higher speed Internet connection and an appropriate computer/device that can support your learning. Please note that smartphones/smart devices apps (such as the eClass and Zoom apps) may have different/limited functionality compared to their use on a laptop or desktop. A webcam/camera and microphone may be needed for certain communication.

Check out these links for e-learning information and quick help:

- **York U's Student Guide to eLearning:** <https://www.yorku.ca/scld/remote-learning/>
- **Technology requirements and FAQs for eClass:** <https://lthelp.yorku.ca/95440-student-faq>
- **Student Guide to eClass:** <https://lthelp.yorku.ca/eclass>
- **Zoom meeting etiquette:** <https://lthelp.yorku.ca/zoom-students/zoom-meeting-etiquette>

Additional computing support:

- Computing for Students Website: <https://www.yorku.ca/uit/student-services/>
- Check your internet connection speed: www.speedtest.net

Disclaimers:

- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session (inform the course director in advance).
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

IMPORTANT UNIVERSITY POLICIES & INFORMATION

ACADEMIC CONDUCT, HONESTY & INTEGRITY

Academic Honesty/Integrity: Academic integrity is a fundamental and important value of York University. To

maintain a fair and honest learning environment, you are responsible for understanding and upholding academic integrity in all courses and academic activities. You are encouraged to connect with reliable [oncampus resources](#) that support your coursework and academic honesty. To better understand the serious consequences of breaching academic honesty policies, familiarize yourself with the [Senate Policy on Academic Conduct](#). Please familiarize yourself with the meaning of academic integrity at York. You can learn more about upholding academic integrity in your courses by exploring [Guiding Principles for LA&PS](#) and [Academic Integrity for Students](#).

Suspected breaches of academic conduct and honesty will be investigated and pursued; significant penalties will be applied when a breach has been found to have occurred. Following these simple rules will help you **avoid** breaches of academic honesty:

- Complete your work well in advance of the deadline
- Write your entire work yourself (each and every word!) from the ground up
- DO NOT: “consult” others or search online for “ideas”
- DO NOT use tutoring or editing services to prepare your work

Policy on Use of Generative AI Tools for THIS course: The use of generative artificial intelligence (AI) in our course is PROHIBITED. Submitting any work created (in whole or part) through the use of generative AI tools will be considered a violation of York University’s [Senate Policy on Academic Conduct](#). Using AI apps such as ChatGPT, GPT-3, DALL-E, translation software or others to complete academic work in this course is considered a breach of academic honesty/integrity. For more information, please review [AI Technology & Academic Integrity: Information for Students](#).

STUDENT CONDUCT IN THE LEARNING ENVIRONMENT

All students are expected to conduct themselves in accordance with University code of conduct norms, as captured in the [Code of Student Rights & Responsibilities](#), the policy on [Disruptive and/or Harassing Behaviour in Academic Situations](#), and related policies.

York University is committed to fostering teaching and learning environments that are free of disruptive and/or harassing behaviour, physically safe and conducive to effective teaching and learning. Students and instructors are expected to maintain a professional relationship characterized by courtesy, civility and mutual respect and to refrain from actions disruptive to such a relationship. Individuals who fail to adhere to such standards and who violate University or public law may be subject to disciplinary action by the University.

COPYRIGHT & INTELLECTUAL PROPERTY

Course materials are designed for use as part of this course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian Copyright law. **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.

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 Conduct](#), and/or legal consequences for copyright violations. More information: <https://copyright.info.yorku.ca/>

FORMS OF IDENTIFICATION (STUDENT ID)

Photo identification with YU-Card must be presented at exams to write the exam (students without ID would not be allowed to write the exam). As of Fall 2025, YU-cards (either physical or mobile versions) will be the

ONLY official student identification accepted for exams. Passports, driver's license and other forms of identification are NO LONGER accepted.

Mobile devices are not permitted during a test except for the purposes of mobile YU-card identification validation. Earbuds/earphones/smartwatches are prohibited in the exam room. When using a mobile YU-card identification validation, your device must be on airplane-mode and you must adhere to the instructions provided.

SUPPORT

Getting support when you need it: Following is a selection of resources (academic and non-academic):

- Learning Skills Services: <https://www.yorku.ca/sclld/learning-skills/>
 - Learning Commons: <http://learningcommons.yorku.ca/>
 - Writing Centre: <https://www.yorku.ca/laps/writing-centre/>
 - ESL Open Learning Centre: <https://www.yorku.ca/laps/eslclc/>
 - Student Accessibility Services: <https://students.yorku.ca/accessibility>
 - Student Counselling & Development: <https://students.yorku.ca/counselling>
 - Mental Health and Wellness at York: <https://www.yorku.ca/well-being/>
 - Sexual Violence Response & Support: <http://thecentre.yorku.ca/>
 - Community Safety: <https://www.yorku.ca/safety/>
 - Office of Student Community Relations: <http://oscr.students.yorku.ca/>
 - York International: <https://yorkinternational.yorku.ca/>
 - My Online Services: <https://myonlineservices.students.yorku.ca/>
 - Manage your Academic Record: <http://myacademicrecord.students.yorku.ca/>
 - Additional LA&PS student resources: <https://www.yorku.ca/laps/services/>
- For **important sessional dates**, please refer to: <http://registrar.yorku.ca/enrol/dates/>

CAMPUS HEALTH & SAFETY

A Community of Care Commitment:

As part of York's Community of Care Commitment, all members of the York community share in the responsibility of keeping others safe on campuses. In this class, as elsewhere on campus, our joint commitment includes:

- o **Observing** health and safety regulations while on our campuses.
- o **Supporting** community well-being through healthy personal behaviours and actions.
- o Maintaining **compassion, kindness**, and **empathy** towards one another amid times of uncertainty and difficulty.
- o **Respecting** personal health and privacy in balance with the protection of public health., students must observe all University health and safety protocols.

Better Together: <https://www.yorku.ca/bettertogether/>

Getting Around Campus: <https://www.yorku.ca/safety/getting-around-campus/>