



## ORGANIZATIONAL LEADERSHIP

BUSI 4112 B  
WINTER 2025

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<b>Office Hours:</b>	e-mail me and we'll connect at a mutually suitable time
<b>TA:</b>	TBD
<b>Office Hours:</b>	TBD
<b>Email:</b>	TBD
<b>Modality:</b>	In-person

**In order to stay updated with important notifications and announcements from Carleton University, please download the Carleton University App. This will ensure you receive timely information regarding your courses and other university-related updates throughout the term.**

**Pre-requisites:** third-year standing, and one of BUSI 2101, BUSI 2702, BUSI 3602, PSYC 2801 (with a grade of C- or higher in each).

**Precludes:** N/A

**Course Calendar Description** (from the [2024/2025 University Calendar](#)): Critical examination of theories of leadership and trends in contemporary research; discussion of practical methods for building leadership capacity.

### **Course Description:**

Organizational Leadership invites you on a journey of exploration, intellectual development, and personal understanding - with the explicit goal of equipping you with the tools you will need to become a more effective leader. To achieve this goal, this course offers an extensive examination of leadership in organizations and provides you

with a set of experiences that are designed to enhance your comprehension, self-awareness and capacity for effective leadership.

### Drop Course Policy

The deadline for academic withdrawal follows the dates prescribed by Carleton University: <https://calendar.carleton.ca/academicyear/>

The deadline to drop this course with full fee adjustment is January 31<sup>st</sup>, 2025. The last day to withdraw from full winter courses is March 15<sup>th</sup>, 2025.

### Learning Outcomes:

1. Increase your conceptual understanding of leadership in organizations
2. Cultivate your ability to extract key lessons and apply course concepts to a variety of organizational issues and contexts
3. Discover important insights into yourself as a leader and develop a self-awareness regarding your strengths and opportunities for personal growth
4. Enhance the skills and competencies that enable you to become an effective leader in today's highly dynamic and diverse organizations

### Reading(s)/Textbook(s)/Required Materials

Daft, R.L. (2023). *The Leadership Experience*, 8th Edition. CT: Cengage Learning. ISBN-13: 9780357716304

- Prices range from \$76.95 to \$133.50

### Grading Scheme:

Class Engagement	10%
Leadership Self-Assessment	20%
Midterm Test	20%
Team Teaching	20%
Final Exam	30%
<hr/>	
	<b>TOTAL</b>
	<b>100%</b>

### Midterm Test and Final Exam

#### Midterm

See our course Brightspace page for full details

#### Final Exam

See our course Brightspace page for full details

### Late Assignments:

Deadlines are very important; all deadlines are firm and must be respected. Assignments must be handed in before the date and time at which they are due. **Late assignments will not be accepted or graded.** save for exceptional and extenuating circumstances. Deadline extensions may be granted only under these *extenuating circumstances* (e.g., illness, family emergency,) supported by appropriate evidence or

documentation. Requests for a deadline extension must be communicated as early as feasible, and at least 24 hours before the deadline. Computer or other technological failure, work, other classes, weather, children, traffic, transit, an election, travel plans, missing an email, being unaware of policies, your spouse/partners obligations, are prime examples of what is not considered an extenuating circumstance. Per the [Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances](#) Extenuating circumstances are circumstances that:

- are beyond a student's control;
- have a significant impact on the student's capacity to meet their academic obligations; and
- could not have reasonably been prevented.

### **Deferred Examinations/Assignments:**

If you wish to defer a **Formal Final Exam**, you – the student – must reach out to the registrar's office with the proper documentation prior to the deadline (please refer to <https://carleton.ca/registrar/deferral/> for dates). Once the request has been put through, your instructor will be notified for their approval. Your final exam will be formally scheduled. If you miss the deadline for applying for a deferral, please reach out to your instructor personally to discuss.

### **Deferred Midterm Date: February 24, 2025**

If a student misses the midterm test, their grade is 0. If a student faced an exceptional circumstance (subject to approval), they may be eligible for a deferred midterm. In this instance, the **ONLY** date for a deferred midterm will be held on Monday, February 24, 2025, at 7:15 am in NI 4030. No other deferral options will be considered.

### **Preparation and Participation:**

This is not a course that can be taught in a lecture format only. Students must personally wrestle with concepts discussed in order to benefit from the course. Therefore, in addition to class lectures, teaching methodologies will include:

- PowerPoint lecture slides posted on the Brightspace;
- PowerPoint slides do not include everything covered in class;
- Student questions posed in class;
- Small group discussions during class;
- Excerpts from videos, guest lecturers;
- Case studies;
- Discussion of current events relevant to course topics;
- Student involvement in reports, role plays and simulation exercises.

### **Other notes and expectations**

- Check Brightspace frequently. It is your responsibility to access this site regularly for course updates / announcements.
- You will display your name tent every class, so the Instructor and others can know your name
- Read the assigned readings before the class so that you are prepared to discuss.

- Participate in the class and join from the start. If you face an unavoidable circumstance and are late, please enter quietly and avoid disruption.
- It is best to reach me by email. Please state your name, student # & course # in the subject line of all emails and only email from your CU account.
  - I will try to respond within 24 hours of receipt of emails received between Monday (after 8:00) & Friday (before 16:00). Kindly don't follow up and send multiple emails in succession. Please allow two (2) business days response time for me to get back to you.
- Respect other people's time. Be on time for any assignment, discussion, meeting and class; make sure your devices are ready so fewer tech issue will occur; stick to the topic in order to reduce irrelative information; use clear and concise language for efficient communication; try not to delay replying to any messages or emails;
- Be open-minded. Always respect other people's ideas and opinions even they differ from yours; give your opinions in an open and welcome way; when challenging other people's ideas, express your opinion in a peaceful way, and make sure the goal is to increase everyone's knowledge.
- Make sure your and other people's information is secure. Only share information directly related to the topics in the courses or emails; don't share any confidential information with other people; make sure your message or email is sent to the right person and avoid put the information in a group chat or "reply to all"; ask for permission if you need to take other people's contribution out of the classroom.

### Course Schedule

Week	Topic	Resources
Week 1: January 8	<i>Introduction, Course procedures and expectations</i>  Introduction to Leadership  Research Perspectives on Leadership	Chapter 1  Chapters 2
Week 2: January 15	Contingency Approaches to Leadership  The Personal Side of Leadership	Chapter 3  Chapter 4
Week 3: January 22	Leading with Head and Heart  Courage and Moral Leadership	Chapter 5  Chapter 6
Week 4: January 29	Creating Vision and Purpose  The Leaders as a Relationship	Chapter 7  Chapter 8

	Builder <b>Team Teaching Sign-Ups;</b>	
Week 5: February 5	Leadership Communication <b>Leadership Self-Assessment Due</b>	Chapter 9
Week 6: February 12	<b>Test</b>	
Week 7: February 19	<b>Reading Week - No class</b>	
Week 8: February 26	Leading Teams <b>Team Teaching</b>	Chapter 10
Week 9: March 5	Leading Diversity and Inclusion <b>Team Teaching</b>	Chapter 11
Week 10: March 12	Leadership Power and Influence <b>Team Teaching</b>	Chapter 12
Week 11: March 19	The Leader as Social Architect <b>Team Teaching</b>	Chapter 13
Week 12: March 26	Shaping Culture and Values <b>Team Teaching</b>	Chapter 14
Week 13: April 2	Leading Change <b>Team Teaching</b>	Chapter 15
Final Exam period: April 11-26	<b>Final Exam</b>	Date TBD

**Contribution to Learning Goals of the Program (BCom, BIB):**

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
<b>CHECK (X) ONE PER ROW</b>				
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				✓



<p><b>BC2</b>  <b>Collaboration</b>  <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i></p>				✓
<p><b>BC3 Critical Thinking</b>  <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i></p>			✓	
<p><b>BC4</b>  <b>Communication</b>  <i>Graduates will be effective and persuasive in their communications</i></p>				✓
<p><b>BI5 Global Awareness (BIB ONLY)</b>  <i>Graduates will be globally-minded.</i></p>	✓	✓	✓	✓

## ADDITIONAL INFORMATION

### Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

### Required calculator in BUSI course examinations.

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### Group work

The Spratt School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

### Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

### Requests for Academic Accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website ([students.carleton.ca/course-outline](http://students.carleton.ca/course-outline)).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

### **Pregnancy Accommodation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Religious obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:

[carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Academic Accommodations for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. [carleton.ca/pmc](https://carleton.ca/pmc)

### **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.

<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>



For more information on academic accommodation, please contact the departmental administrator or visit: [students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)

### **Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

### Artificial Intelligence

The educational value of this course lies not only in the mastery of course content but also in the process of engaging first with the material. The work you do in this course is intended to strengthen original thought, critical thinking, and individual problem-solving skills. The use of generative Artificial Intelligence (AI) to complete work compromises the learning process and the achievement of course learning requirements.

Under Carleton’s policy on [academic integrity](#): *“Using AI tools to generate content for assignments, and presenting it as one’s own original work, as well as copying or paraphrasing the content produced by AI tools without proper citations or the instructor’s consent, are both considered to be in violation of academic integrity”*. For more information on the university’s guidelines around AI, [see here](#).

All course work must be written entirely by the students and cited in APA, if you need assistance, consult [this guide](#). Students may not submit any course work written by AI or uncited work of others. Students who submit AI generated work or uncited work of others will be brought forward to the Faculty Dean office. Please see Carleton’s policy on [academic integrity](#) for more information.

### **Sprott Student Services**

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at [bcom@sprott.carleton.ca](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto:bib@sprott.carleton.ca).

### **Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: <https://carleton.ca/csas/>

### **Important Information:**

- Students must always retain a copy of all work that is submitted.
  - All final grades are subject to the Dean's approval.
  - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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