



BUSI 4112 A
2022 FALL
ORGANIZATIONAL LEADERSHIP

Instructor: Harry Chhina, PhD

Office Hours: By appointment

Email: harinder.chhina@carleton.ca

Course meets on: Thursdays, 8:35 am. to 11:25 am @ Nicol 4050

Modality: Physical class

Course Calendar description from the 2022/2023 University calendar:

BUSI 4112 - Organizational Leadership [0.5 credit]

Critical examination of theories of leadership and trends in contemporary research; discussion of practical methods for building leadership capacity.

Includes: Experiential Learning Activity

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

Lecture and field work as needed.

Course Description:

This course aims to lead you on a journey of self-exploration, intellectual development, and personal understanding. It will equip you with some of the essential tools to help you become a more effective leader. To achieve this goal, we will examine leadership in organizations, and related experiences, which are designed to enhance your comprehension, self-awareness, and capacity for effective leadership.

Please review the General Objectives and Learning Outcomes of the Course below. To achieve these learning objectives, we will consider some of the major approaches, theories, and empirical research that have influenced our thinking about the phenomenon of leadership. We will also explore and reflect upon what makes a 'good' leader, how individual, relational, and contextual factors impact effective leadership, and how you may personally fit into this vision of leadership.



General Objectives and Learning Outcomes of the Course

- The specific learning objectives for this course include increasing your conceptual understanding of leadership in organizations.
- Cultivating your ability to extract key lessons and apply leadership concepts to a variety of organizational issues and contexts and discovering important insights into yourself as a leader
- Developing self-awareness regarding your strengths and opportunities for personal growth
- Enhancing the skills and competencies that will enable you to become an effective leader in today's highly dynamic and diverse organizations; and finally,
- Realizing that effective leading is about bettering yourself, and more importantly, your team.

Textbook

Leadership: Theory and Practice (9th Ed) by Peter G. Northouse. ISBN 9781544397566 (paperback) or an equivalent e-version of the book.

Assignments

There will be four assignments, and a class participation grade, which will impact your overall grading on this course. An outline of these assignments is given below; details concerning each will be available on Brightspace.

Assignment	Grade	Comments
<i>Weekly blogs (Individual)</i>	25%	You will be required to write weekly blogs. There will be five such blogs (each worth five marks)
<i>Leadership Essay (Individual)</i>	25%	This essay will be based on a leadership related subject.
<i>Quizzes (Individual)</i>	20%	There will be four quizzes (each worth five marks) as given in the schedule.
<i>Presentation (Group)</i>	20%	This group assignment concerns making presentations in class as per schedule. Your individual grades will be influenced by peer feedback.
<i>Class participation</i>	10 %	This will involve written work. Details on how you will be graded on class participation can be found on Brightspace.

Notes: Attempting each of the components mentioned above is mandatory for passing this course. The final pass grade of 50% will however not require passing each component but rather achieving a cumulative 50%, or better grade.

Class routine

This is a physical class. There is no option for virtual attendance. I will interact with you in multiple ways other than the class (such as announcements on Brightspace, uploading lectures and slides prior to the class, interaction with subgroups of class for group work etc.). Please also review weekly class schedules posted in Brightspace to remain updated with any changes to schedule, activities, or deliverables.

Submission of Assignments

Assignments must be uploaded to Brightspace by the end of the day on the due date. What is uploaded in Brightspace is what gets graded. You will have the option to review/edit your submission after uploading but only up to the final time of submission. Unless prior permission has been obtained for potential delays, a penalty of 20% will be applied to your grade for delays of each 24-hour (or part thereof) cycle after the due date/time.

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#))

Program Learning Goal	Competencies			
	Not Covered	Introduced (only)	Taught But Not Assessed	Taught and Assessed
BC1 Knowledge Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.			X	
BC2 Collaboration Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.				X
BC3 Critical Thinking Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.				X
BC4 Communication Graduates will be effective and persuasive in their communications.			X	
BI5 Global Awareness (BIB ONLY) Graduates will be globally minded		X		

COURSE SCHEDULE

Week (Date)	Book Chapter	Comments
Week 1 (08 Sept)	An overview of leadership	
Week 2 (15 Sept)	Ch 02 - Trait Theory	Blog #1 due 20 Sep
Week 3 (22 Sept)	Ch 04 - Behavioral Approach	
Week 4 (29 Sept)	Ch 07 - LMX Theory	Quiz 1 (Chapters 2, 4 & 6) Blog #2 due 04 Oct
Week 5 (06 Oct)	Ch 08 - Transformational Leadership	Blog #3 due 11 Oct
Week 6 (13 Oct)	Ch16 - Team Leadership	Quiz 2 (Chapters 7, 8 & 16)
Week 7 (20 Oct)	Simulation	Blog # 4 due 23 Oct
27 Oct	BREAK	
Week 8 (03 Nov)	Ch 12 - Inclusive Leadership	Quiz 3 (Chapters 10, 11 & 12)
Week 9 (10 Nov)	Ch 14 - Gender and leadership	Blog # 5 due 15 Nov
Week 10 (17 Nov)	Ch 15 - Leadership ethics	Quiz 4 (13, 14, & 15)
Week 11 (24 Nov)	Group Presentations	
Week 12 (01 Dec)	Group Presentations	

Notes:

1. Refer to Brightspace for detailed instructions for each class, assignments, and timings.
2. Written presentations will be uploaded the day after the group has made the presentation
3. There could be changes to the above schedule. If so, those will be communicated in class and/or through 'announcements' on Brightspace.
4. Note that there is no Final Exam.

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 Sprott 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

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:

<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 link above.

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 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.

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:

<https://carleton.ca/equity/focus/sexual-violence-prevention-survivor-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: <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; 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/> .

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 or at 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, to respond to your inquiries, please send all emails 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/>

Covid-19 Information:

It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are several actions you can take to lower your risk and the risk you pose to those around you including

being vaccinated, wearing a mask, staying home when you're sick, washing your hands and maintaining proper respiratory and cough etiquette.

Feeling sick? Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton's symptom reporting protocols.

Masks: Carleton has paused the COVID-19 Mask Policy, but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.

Vaccines: Further, while as of May 1, proof of vaccination is no longer required to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in cuScreen as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.

All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most up-to-date information about Carleton's COVID-19 response and health and safety requirements, please see the University's COVID-19 website and review the Frequently Asked Questions (FAQs). Should you have additional questions after reviewing, please contact covidinfo@carleton.ca.