

CARLETON UNIVERSITY
Sprott School of Business
MGMT 5115 A - Leadership
2021 Fall

Instructor: Harry Chhina, PhD

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Classroom: 1020 Nicol building

Office Hours: By appointment (online)

Timings: Every Thursday, 01 Nov to 10 Dec 2021, 08:35 to 11:25

Learning Modality:

Each week, attending class for this course will normally require the following time commitment (excluding readings and assignments):

- a) 3 hours in-person
- b) Nil hours online, synchronous (i.e., delivered in real-time) **
- c) Nil hours online, asynchronous (i.e., recorded content) **

** For the Fall 2021 term, students who are unable to attend class in-person will be able to participate remotely.*

*** Any change to in person classes, if necessitated, will be communicated*

Course calendar description from 2021/2022 graduate calendar:

Post-heroic leadership theories, with a practical emphasis on developing and honing leadership skills in practicing managers. A highly self-reflective course, requiring students to question and share their own leadership styles and situational antecedents.

Course description:

The purpose of this course is to enhance participants' understanding of leadership and foster the development of leadership skills. Active learning involves conceptualizing and experiencing; practicing and learning from that practice; expressing yourself and analyzing that expressed behavior. To learn such skills, you must practice them. Consequently, much of the class time and assigned work will require students to reflect on leadership experiences.

The instructor's role is to help students learn from their experiences. Each student is responsible for their own learning. What a specific person learns depends on their own base skills, needs, readiness, and the relationships they develop with other members of the class. It also depends on the investment that they are willing to make in preparing for, and participating in,

the classroom activities. Learning potential is maximized when all participants communicate their perceptions and feelings honestly and directly. Lack of participation inhibits your own, and others', learning.

Course Learning Objectives:

1. Obtaining an overall understanding of the underpinnings of Leadership, such that this learning can be used to rationalize real life, workplace interactions.
2. Experiential learning of leadership through personal evaluations as leaders, through interaction with colleagues, and through leadership related activities (e.g., simulation)
3. Improving both verbal and written communication skills

Course Prerequisites: MGMT 5100.

Required Materials:

Book

Leadership: Theory and Practice (9th Ed) by Peter G. Northouse. This book is an easy read, and yet comprehensive enough to give you a particularly good overall idea about various leadership theories. We will also be using case studies and self-assessment questionnaires from this book.

Assigned readings

In addition to book chapters, some supplementary readings will be posted in Brightspace. Readings related to weekly schedules should be completed in time for in-class discussions and activities.

Drop Course Policy:

The deadline for academic withdrawal is the last day of classes.

Assignments

Personal Application Assignment

Students will be asked to analyze their individual experiences and interactions in relation to the material learned in the course. This will involve exploring own experiences of leadership (or followership), and then analyzing how these affect behaviors in the workplace as well as interactions with others. Detailed instructions will be provided on Brightspace

Team Presentations

This is a group assignment. Teams (as detailed in Brightspace) will make presentations on chosen leadership subjects. Detailed instructions will be provided on Brightspace

Research Essay

This research essay will be written on a selected leadership related subject as selected by the student. Details will be provided in Brightspace.

Grading Scheme

25% Team presentations (Group)

25% Personal Application Assignment (Individual) - Due 30 Nov

50% Essay (Individual) - Due 10 Dec

Note: There will be no Final exam

Late Assignments:

To ensure fairness for all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (2) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 73% if submitted the following day, and so on. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

Students unable to complete course deliverables because of illness or other circumstances beyond their control, must contact the instructor and the MBA office in writing to determine alternate arrangements. Permission may be granted when the absence is supported by a medical certificate and/or appropriate document(s) to support the reason for the deferral.

Preparation and participation:

The primary delivery method for this course will be physical in-class delivery. Additionally, option for online delivery have been well integrated in new HyFlex rooms for those who are unable to attend physically. Please note that class attendance is mandatory unless due to medical reasons or the instructor has been informed beforehand. Instructions for integration of online students in class group activities will be detailed for each assignment in Brightspace.

COURSE SCHEDULE

Week (Date)	Content
<i>Week 1 (04 Nov)</i>	An overview of leadership
<i>Week 2 (11 Nov)</i>	Leader related approaches to leadership
<i>Week 3 (18 Nov)</i>	Follower focused approaches to leadership
<i>Week 4 (25 Nov)</i>	Relationship related approaches to leadership
<i>Week 5 (02 Dec)</i>	Simulation
<i>Week 6 (09 Dec)</i>	Group Presentations

Notes:

1. Refer to Brightspace for detailed instructions for each class, assignment
2. There will be no Final Exam
3. Written presentations will be uploaded in Pdf format by end 09 Dec.
4. Any changes to the above schedule will be communicated in class and/or through 'announcements' on Brightspace

Contribution to Learning Goals of the Program (MBA):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught but Not Assessed	Competencies Taught and Assessed
MB1 Leadership and Collaboration Graduates will be equipped for leadership and collaboration.				X
MB2 Communication Graduates will be effective communicators			X	
MB3 Critical Thinking and Problem Solving Graduates will be skilled in critical thinking and problem solving.			X	
MB4 Functional Knowledge Graduates will have functional knowledge of all areas of business	X			
MB5 Global Business Graduates will have an appreciation of the global environment of business	X			
MB6 Ethical Reasoning Graduates will be skilled in ethical reasoning and decision-making	X			

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).

Recommended Calculator for 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. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the group project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themself) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, everyone would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation.

Letter Grades:

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 F = Below 50

A = 85-89 B = 73-76 C = 63-66 D = 53-56

A- = 80-84 B- = 70-72 C- = 60-62 D- = 50-52

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:

<https://calendar.carleton.ca/grad/gradregulations/>

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

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 Obligations

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>

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.

<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:

<https://carleton.ca/sexual-violence-support/>

Student Activities

Carleton University recognizes the substantial benefits, to both the individual student and the university, which result from participating in activities beyond the classroom experience. Reasonable accommodation will 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 - 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 - are a serious academic offence, weaken the quality of the degree, and will not be tolerated. 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. 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/>

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/>

Other Important Information:

- Students must always retain a hard 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 can do so by visiting <https://carleton.ca/its/get-started/new-grad-students/>
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