



**MGMT 5115P - Leadership
July 9 and 10 - 08:35 to 17:25 Both days**

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Course calendar description from 2020/2021 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 Prerequisites: MGMT 5100.

Approach to Learning:

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, practising and learning from that practice, expressing yourself and analyzing that expressed behaviour. 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 substantially 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 delivery

This course will be delivered entirely online and synchronously. The primary tools used for connecting the instructor and students will be a combination of email, Brightspace, and Zoom.



The essential point to keep in mind is that given the breadth of the subject, the limited time window available, and the constraints of online delivery, active participation by students will be paramount.

Textbook, Simulation and Reading(s)

Textbook

Leadership: Theory and Practice (8th Ed) by Peter G. Northouse. This book is an easy read yet comprehensive enough to give you a very good overall idea about various leadership theories. You can find this ebook [here](#) (\$ 40 for 90 days). You may consider different sites, or even second hand books, but go for an ebook as some self-assessments will be easy to do in such a format.

Simulation

- a) Students are required to purchase (cost \$15) the following on-line simulation:
Harvard Business School Leadership and Team Simulation: Everest V3 by Michael A. Roberto and Amy C. Edmondson
- b) The Simulation can be downloaded [here](#)
- c) Please do so not later than Wednesday, 7 July as there is preparatory work to do in advance between 7 July and 9 July. The simulation will be completed in class on 10 July (Session 3 - Morning session).

Assigned readings

- a) These will relate to book chapters as detailed in the Schedule below.
- b) Supplementary readings (i.e., journal articles) will be posted in Brightspace
- c) Assigned readings from the book should be completed in time for in-class discussions and activities.

ASSIGNMENTS

Personal Application Assignment

Students will be asked to analyze their personal experiences and interactions in light of the material learned in the course. This will involve exploring their own experiences of leadership, and then analyze how their personal experiences affect their behaviour in the workplace and interactions with others. Detailed instructions will be provided on Brightspace

Team Presentations

This is a group assignment. Teams (as detailed in Brightspace) will make written presentations on chosen leadership theories. While there will be no class presentations, discussions in Session 2 will be based on the leadership approaches considered by groups.

Leadership development Essay

This short research essay (individual assignment) will be written to review a selected leadership approach. Details will be provided in Brightspace.

Grading Scheme

25% Team presentations written work - Submit Pdfs by 11 Jul 18:00

25% Personal Application Assignment (Individual)

50% Leadership development essay (Individual)

Note: There will be no Final exam

COURSE SCHEDULE

Note: On both days, lunch break will be from 12:30 to 13:30. Additionally, we will have breaks during the sessions to avoid Zoom fatigue. Please feel free to suggest breaks anytime you need these

Class Session	Preparation/ Activity
<p>Session 1 (Friday Morning Session) 08:25 to 12:30</p> <p>Introductions*</p> <p>An Overview on Leadership**</p>	<p>* Be prepared to make a 2 minute introduction of yourself based on the movie ‘Recognizing the Power of Lollipop Moments Drew Dudley’</p> <p>** By Instructor (I will also upload a video on Brightspace)</p>
<p>Session 2 (Friday Afternoon Session) 13:30 to 17:00</p> <p>Discussion on leadership approaches based on Presentations prepared by Teams. There will be NO ‘in class’ Presentations as such.</p>	<p>1. Students will work in teams for this assignment (Review your team number on Brightspace)</p> <p>2. The subjects for presentations will be chosen from selected book chapters. These will be posted on Brightspace well ahead of time for you to start preparing this written submission which will be due 11 July 18:00</p>
<p>Session 3 (Saturday Morning Session) 08:25 to 12:30</p> <p>Simulation play 08:45 - 10:45 Simulation debrief 10:45 - 12:30</p>	<p>1. It is a team task. Please ensure familiarity with the simulation so that you can contribute to the eventual success of the team.</p> <p>2. Detailed instructions on the simulation will be placed in Brightspace</p>
<p>Session 4 (Saturday Afternoon Session) 13:30 to 17:00</p>	<p>1. This will be an open forum where we will focus on two broad contextual realities that impact leaders: Gender and Culture.</p>

	2. Wrap up and Final Q&A
Due by July 18 (Sunday): 1. Personal Application Assignment 2. Leadership development essay	1. See requirements posted on Brightspace LMS. 2. Upload PDFs via Brightspace LMS dropbox.

Missed assignments and deferred examination:

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.

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.

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, that 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/>