

MGMT 5115A
Leadership
FALL 2023 (F2)

Instructor: Sandra Nelson, MBA, CPA
Email: sandra.nelson@carleton.ca
Office Hours: Mondays, 9:00 AM – 11:00 AM; email to book an appointment; all appointments will be held virtually over Zoom

Class Meeting: 4040 Nicol Building
November 1, 8, 15, 22, 29, and December 6 (Wednesdays)
6:05 PM – 8:55 PM

Course Calendar Description: [*\(From 2023/2024 graduate calendar\)*](#)

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 your awareness, understanding, and development of successful leadership skills derived through our exploration of leadership theory and practice in management. During our time together, we will aspire to link our understanding of successful leadership with the practical demands, challenges, and skill development required to inspire, motivate, and lead others.

Each week we will delve into a leadership topic as described in the outline. Lecture material will be based on the required readings as listed in the details of the course outline and additional readings as assigned. You are encouraged to introduce relevant, current news topics and/or personal experiences to the class which may contribute towards our collective learning. Readings must be completed in advance of the class.

Some of our time will also be spent reflecting on, discussing, and analyzing key leadership theories, our leadership aspirations, and core beliefs about what it means to lead. For you, this will mean devoting time to personal reflection and being an active participant in classroom activities. Self-assessment questionnaires and instruments from the textbook and other sources will be used as a starting point for personal reflection and class discussion.

Course Learning Objectives:

By the end of this course, students will be able to:

1. Explain the importance of effective leadership in organizations;
2. Summarize and compare major leadership theories;
3. Relate relevant leadership theories to, and identify critical success factors in, real situations of organizational leadership; and
4. Self-assess their leadership skills to develop a professional development plan to evolve their personal leadership style.

Course Prerequisites: MGMT 5100

Required Materials:

1. Textbook

Northouse, P. G. (2022). *Leadership: theory and practice* (9th edition.). SAGE Publications, Inc. ISBN 9781544397566 (paperback), 9781071836149 (epub)

This book is available at the Carleton University Bookstore in a variety of formats, including physical book (~\$120), eBook (~\$100), or you can “rent” the eBook for 90 days (~\$55), 120 days (~\$65), or 180 days (~\$85). These prices are estimates based on prior year pricing. Used copies may be available.

There is one copy of the textbook on reserve in the MacOdrum Library, which can be accessed for 4 hours at a time.

2. Supplemental Readings

In addition to chapters from the textbook, some supplementary reading materials will be posted in Brightspace or placed on Reserve in the MacOdrum Library. Remember to consult the required readings at least one week prior to the start of class to ensure you are prepared.

3. Simulation

In week 5, we will be running an HBR Leadership Simulation. Information related to this simulation will be posted in Brightspace, with links to the resource provided by the MacOdrum Library. There is no cost to participate in the simulation.

Final Exam Date: There will be no final exam for this course.

Drop Course Policy: The deadline for academic withdrawal from Late Fall Classes is November 15th.

Grading Scheme:

Leadership Creed	20%
Personal Leadership Development Plan	40%
Final Group Project	40%
TOTAL	100%

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

- **Leadership Creed:** *This is an individual assignment worth 20% of your final grade.*

The purpose of this assignment is to craft your personal leadership creed – a guiding set of principles, values, and beliefs that you believe define your leadership philosophy and approach to leadership. Further details about the assignment and the accompanying evaluation criteria will be posted on Brightspace.

- **Development Plan:** *This is an individual assignment worth 40% of your final grade.*

The purpose of this assignment is to craft a personal leadership development plan tailored to your specific leadership journey. Using the results of the various self-assessment questionnaires undertaken during the course, as well as direct references to the theories discussed, you will need to reflect on your strengths and weaknesses to develop a SMART action plan designed to develop, improve, or enhance your leadership skills and style. Further details about the assignment and the accompanying evaluation criteria will be posted on Brightspace.

- **Final Group Project:** *This is a group assignment worth 40% of your final grade.*

Working in small groups, you will choose a “leadership maxim” that your group will be required to defend or refute using relevant learnings from class and real-world examples. The purpose of this assignment is to demonstrate your understanding of leadership theories and approaches and to critically examine the characteristics of effective leadership. Further details about the assignment and the accompanying evaluation criteria will be posted on Brightspace. Groups will be self-organized (groups of 4, maximum 5) – you may engage with your peers registered in the class to determine groups before class begins. Group composition will be reviewed in the first class and individuals who have not found or formed a group will be assigned to one at that time.

COURSE SCHEDULE

Day	Topic/Agenda	Pre-class Prep
Week 1 (November 1)	Foundations of Leadership	Textbook Chapter(s) 1
Week 2 (November 8)	Approaches to Leadership <i>*Leadership Creed due at the beginning of class</i>	Textbook Chapter(s) 2, 3, 4 and 5
Week 3 (November 15)	The Relationship between Leading and Following	Textbook Chapter(s) 6, 7 and 13
Week 4 (November 22)	Modern Leadership Theories	Textbook Chapter(s) 8, 9, 10, 11 and 12
Week 5 (November 29)	Ethics and the Dark Side of Leadership <i>*Development Plan due at the beginning of class</i>	Textbook Chapter(s) 15
Week 6 (December 6)	Group Presentations	

NOTE: Additional readings may be assigned; refer to Brightspace for detailed instructions and readings for each class and assignment. Any changes to the schedule or class content will be communicated through the 'Announcements' feature in Brightspace.

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.

Preparation and Participation:

The purpose of this course is to raise your conscious awareness of the most critical elements of business leadership, and to enhance your personal ability to lead. While sometimes referred to as "soft" skills, good leadership is critical to the creation of value within any organization where people need to work together to achieve results. To this end, each of you will play a large role in the active learning method used in this course. While academically grounded in leadership theory, you will learn the most by interacting.

The extent to which we will be successful in achieving our objectives will be determined in great part by the degree to which you are motivated to embrace an active learning model, fully read or complete all required material BEFORE EACH LECTURE and step outside your comfort zones. Active participation is a prerequisite to performing well in this class. My role will be one of facilitator as well as teacher, challenging you with lecture material, in-class activities, assigned readings, and constructive reviews of your assignments.

Attendance / Missed Classes:

As we only have 6 meeting times for this class, attendance is MANDATORY. If you will be unable to attend a specific meeting time, please email me in advance of the class. Students who are unable to attend a class will be required to submit a personal application assignment (PAA) for each missed class before their final grade is provided. There will be no marks assigned for a PAA but it must demonstrate a satisfactory level of understanding of and engagement with the material. The requirements for the PAA will be posted to Brightspace.

Use of Generative AI tools

Students are encouraged to leverage generative AI tools to enhance research and editing processes; however, caution and an ethical-mindset should be exercised. While these tools offer the potential to delve into intricate business concepts and devise innovative solutions, their usage mandates full transparency and responsible practices. Therefore, for any assignment in this class, students must openly disclose the incorporation of AI assistance, appropriately cite AI-generated content, complement it with independent research, and uphold their unique analytical perspectives and academic integrity. Read the additional information section of this syllabus for more information on the topic of Academic Integrity.

Contribution to Program Learning Goals ([MBA](#)):

The purpose of this section is to explicitly address the connection between individual courses and program-level learning goals.

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught <u>and</u> Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>				X
MB2 Communication <i>Graduates will be effective communicators</i>				X
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>			X	
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>	X			
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>	X			
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>		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 final 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, each individual 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:

<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**

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-students-2/>