



MGMT 5115P
Leadership
Summer 2024

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Office Hours: On request through email

Course Duration: May 06, 2024, to Jun 18, 2024

Section Information: IN-PERSON 08:35 – 17:25

Course Calendar Description: 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 start off, you should develop a conceptual understanding of the subject. This is useful in an objective analysis of your own behavior and group interactions. In this course, therefore, the focus is on ensuring such conceptual understanding and building upon it through online interaction with your colleagues.

Individual assignments will offer you the opportunity to apply this knowledge to do self analysis. Each student is responsible for their own learning. What a specific person learns depends on their own base skills, needs, and readiness. It also depends on the time investment you are willing to make to review study material, apply the concepts to your own leadership styles, and come to honest, objective conclusions. This assumes greater significance in an online, asynchronous forum such as for this course.

Course Learning Objectives:

After successfully completing this course, you will be able to:

1. Explain the importance of effective leadership in organizations.
2. Identify the key characteristics of effective leadership.
3. Summarize and compare major leadership theories.
4. Evaluate self-knowledge of leadership skills and build a professional development plan to evolve a personal leadership style.
5. Communicate clearly, concisely, and persuasively in organizational settings.

Course Prerequisites: MGMT 5100.

Required Materials:

Textbook: *Leadership: Theory and Practice (9th Ed)* by Peter G. Northouse ISBN9781544397566 (paperback), 9781071836149 (eBook). The eBook is available [here](#). Alternatively, you can find the book/eBook elsewhere as deemed fit.

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

Grading Scheme:

Leadership Essay	50%
Personal Evaluation Paper	20%
Quizzes x 3 @ 10% each	30%
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 Essay (50%): This short research essay (individual assignment) will allow students to analyze themselves as a leader and propose an action plan for self-improvement. Detailed instructions will be provided on Brightspace.
- Personal Evaluation (20%): This *self reflection involves the student analyzing their personal and work profiles and arrive at suitable conclusions* Detailed instructions will be provided on Brightspace.
- Quizzes (30%): The quizzes will assess your basic grasp of leadership concepts. Detailed instructions will be provided on 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:

This online course requires personal involvement from the students to capture the essence of the subject and carry home useful lessons. Your written work will assume greater significance. It will be useful therefore to review and revise your assignments before submission. You should also pace the readings rather than leaving everything to the last moment.

Contribution to Program Learning Goals (MBA):

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>				✓
MB2 Communication <i>Graduates will be effective communicators</i>				✓
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>			✓	
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>		✓		
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>		✓		
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>			✓	

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:

<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-students-2/>

COURSE SCHEDULE

Date	Topic/Agenda	Readings
WEEK 1 06-12 May	MODULE 1 An overview of leadership	Review the presentation on Brightspace, Book Chapter 1 and Readings on ARES
WEEK 2 13-19 May	MODULE 2 Early approaches to Leadership <i>Quiz 1</i>	Review presentation on Brightspace, Book Chapters 2,4,8 and Readings on ARES
WEEK 3 20-26 May	MODULE 3 Contemporary approaches to Leadership	Review presentation on Brightspace, Book Chapters 7,11,16 and Readings on ARES
WEEK 4 27 May – 02 Jun	MODULE 4 Servant Leadership, Followership <i>Quiz 2</i>	Review presentation on Brightspace, Book Chapters 10, 13, and Readings on ARES
WEEK 5 03-09 Jun	MODULE 5 Cross-cultural Leadership	Review presentation on Brightspace, and Readings on ARES
WEEK 6 10-16 Jun	MODULE 6 Gender, minorities, and leadership <i>Quiz 3</i>	Review presentation on Brightspace, Book Chapter 14 and Readings on ARES
WEEK 7 17-23 Jun	MODULE 7 Leadership development	Review presentation on Brightspace, and Readings on ARES
	ASSIGNMENT DUE DATES Personal Evaluation 26 May 2024, 23:59 Leadership Essay 28 Jun 2024, 23:59	Preparatory work should be planned for each of these assignments in advance. Please review assignment instructions on Brightspace