



CARLETON UNIVERSITY
Sprott School of Business
MGMT 5115 A - Leadership
2022 Fall

Instructor: Harry Chhina, PhD

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Classroom: 4040 Nicol building

Office Hours: By appointment

Timings: Every Wednesday, 01 Nov to 10 Dec 2022, 18:05 to 20:55

Learning Modality:

This is a physical class. Each week, attending class for this course will normally require a time commitment of 3 hours in-person (excluding readings and assignments).

Course calendar description from 2022/2023 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. Explain the importance of effective leadership in organizations.
2. Summarize and compare major leadership theories.
3. Evaluate self-knowledge of leadership skills and build a professional development plan to evolve a personal leadership style.
4. Communicate clearly, concisely, and persuasively in organizational settings

Course Prerequisites: MGMT 5100.

Reading Materials:

1. **Book:** *Leadership: Theory and Practice (9th Ed)* by Peter G. Northouse ISBN9781544397566 (paperback), 9781071836149 (eBook). 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.
2. **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 Evaluation Assignment

Students will self-reflect on their current person-job fit, evaluate their human and social capital, and create a plan for self-improvement. Details will be provided in Brightspace.

Team Presentations

This is a group assignment. Teams will make presentations on selected leadership subjects. Further details will be provided on Brightspace

Research Essay

In this research essay, students will analyze their individual potential as leaders. This will be done through an analysis of personal experiences and interactions against the theoretical leadership concepts learned in the course. Detailed instructions will be provided on Brightspace

Grading Scheme

- | | |
|-----|---|
| 25% | Team presentations (Group) |
| 25% | Personal Application Assignment (Individual) - Due 20 Nov |
| 50% | Essay (Individual) - Due 07 Dec |

Note: There will be no Final exam

Late Assignments:

To ensure fairness for all students, penalties will be applied to late assignments @ 3 percentage points per 24 hours. 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.

COURSE SCHEDULE

Week (Date)	Content
Week 1 (02 Nov)	An overview of leadership
Week 2 (09 Nov)	Leader related approaches to leadership
Week 3 (16 Nov)	Non- Leader approaches to leadership
Week 4 (23 Nov)	Gender and leadership
Week 5 (30 Nov)	Simulation
Week 6 (07 Dec)	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 07 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	<i>Competencies Not Covered</i>	<i>Competencies Introduced (only)</i>	<i>Competencies Taught but Not Assessed</i>	<i>Competencies Taught and Assessed</i>
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			

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 proof of vaccination is no longer required as of May 1 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.

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 Spratt 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](#)

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](#)

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](#)

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 [here](#)

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, misrepresentation, 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, in order 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/>