



**Carleton**  
University

**Sprott**  
School of Business

**MGMT 5115P - Leadership**  
**Summer 2022**

**Instructor:** Harry Chhina, PhD.

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**Office Hours:** By appointment - Online

**Meeting Date:** Jul 08 & Jul 09, 2022; Days: Fri & Sat; Time: 08:35 - 17:25 @ Nicol 4030

**Learning Modality**

As per CU Policy for Summer PMBA courses, classes will be held in person. If for medical reasons a student cannot be present, please let me know.

**Course Calendar description from the 2021/2022 University 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 and Objectives**

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.

Leadership cannot be taught in a classroom; it must be developed over time with actual experience and constructive feedback. The instructor's role is to help students learn from their experiences. Each student will have a unique way of self-learning. Such person specific learning depends on a student's 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.

## **Textbook, Simulation and Reading(s)**

### **Textbook**

*Leadership: Theory and Practice (9th Ed)* by Peter G. Northouse: Published by SAGE  
ISBN 9781544397566 (paperback), 9781071836149 (ePub).

This book is an easy read that will provide you a fairly comprehensive view of various leadership theories.

### **Simulation**

- a) Students will play the following on-line simulation during Session 3 (Morning session - 09 July) :

*Harvard Business School Leadership and Team Simulation: Everest V3* by Michael A. Roberto and Amy C. Edmondson

- b) The Simulation will be provisioned for by CU Library. Please review detailed requirements/ instructions regarding this simulation in Brightspace.

### **Additional readings**

These articles (posted on Brightspace) will supplement the book material on various Leadership theories to be discussed in class. These will be useful references for your team presentations in Session 2 (Afternoon session - 08 July).

### **Assignments**

#### **1. Personal Appraisal Assignment**

Students will do their current person- job fit analysis, deliberating on their career goals and how their personal strengths and weaknesses impact such a career fit. Detailed instructions will be provided on Brightspace

#### **2. Team Presentations**

This is a group assignment. Teams will make presentations on chosen leadership approaches. Detailed instructions will be provided on Brightspace

#### **3. Leadership development Essay**

This short research essay will involve exploring your own experiences of leadership, analyzing your strengths and weaknesses, and creating a roadmap for self-improvement. Detailed instructions will be provided on Brightspace

### **Grading Scheme**

- 25% Team presentations (Group assignment)
- 25% Personal Appraisal Assignment (Individual)
- 50% Leadership development essay (Individual)

*Note: There will be no Final exam*

## COURSE SCHEDULE

Class Session	Preparation/ Activity
<p><b>Session 1</b> (08 Jul- Friday 08:25 to 12:30)</p> <p>Introductions*</p> <p>An Overview on Leadership**</p> <p>Leadership styles ***</p>	<p>* Be prepared to make a 2 minute introduction of yourself based on the movie '<a href="#">Recognizing the Power of Lollipop Moments   Drew Dudley</a>'</p> <p>** By instructor</p> <p>*** Under aegis of <a href="#">Carleton Leader</a></p>
<p><b>Session 2</b> (08 Jul - Friday 13:30 to 17:30)</p> <p>Discussion on leadership approaches based on Presentations prepared by Teams.</p>	<ol style="list-style-type: none"> <li>1. Students will work in teams for this assignment</li> <li>2. The subjects for presentations will be chosen from various leadership approaches. These will be posted on Brightspace well ahead of time for you to start preparing.</li> <li>3. Teams will upload copy of their presentation in Brightspace by end of day of presentation</li> </ol>
<p><b>Session 3</b> (09 Jul - Saturday 08:25 to 12:30)</p> <p>Simulation play      08:45 - 10:45 Simulation debrief    10:45 - 12:30</p>	<ol style="list-style-type: none"> <li>1. It is a team task. Please ensure familiarity with the simulation so that you can contribute to the eventual success of the team.</li> <li>2. Detailed instructions on the simulation can be found in Brightspace</li> </ol>
<p><b>Session 4</b> (09 Jul - Saturday 13:30 to 17:30)</p>	<ol style="list-style-type: none"> <li>1. This will be an open forum where we will focus on two broad contextual realities that impact leaders: Gender and Culture.</li> <li>2. Wrap up and Final Q&amp;A</li> </ol>
<p><b>Due by July 20 (Wednesday):</b></p> <ol style="list-style-type: none"> <li>1. Personal Appraisal Assignment</li> <li>2. Leadership development essay</li> </ol>	<ol style="list-style-type: none"> <li>1. See requirements posted on Brightspace.</li> <li>2. Upload via Brightspace LMS dropbox.</li> </ol>

*Note: On both days, lunch break will be from 12:30 to 13:30.*

### Missed Assignments:

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.

## 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.

## 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
<b>MB1 Leadership and Collaboration</b> Graduates will be equipped for leadership and collaboration.				X
<b>MB2 Communication</b> Graduates will be effective communicators				X
<b>MB3 Critical Thinking and Problem Solving</b> Graduates will be skilled in critical thinking and problem solving.			X	
<b>MB4 Functional Knowledge</b> Graduates will have functional knowledge of all areas of business	X			
<b>MB5 Global Business</b> Graduates will have an appreciation of the global environment of business		X		
<b>MB6 Ethical Reasoning</b> 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:

<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](mailto: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/>