



# Business Administration

Course Number:	<b>BUAD 370</b>
Course Title:	<b>LEADERSHIP</b>
Credits:	3
Calendar Description:	Learners will examine what leadership involves and its influence and relationship among leaders and followers. Theories, approaches, and models of leadership will be explored to analyze effectiveness in managing diverse, changing, and global environments. Students will assess their own potential for leadership through in-depth examination of concepts such as personality styles, emotional intelligence, and values.
Semester and Year:	<b>WINTER 2022</b>
Prerequisite(s):	BUAD 262 and minimum third-year standing
Corequisite(s):	No
Prerequisite to:	No
Final Exam:	Yes
Hours per week:	3
Graduation Requirement:	BBA, Management Specialty area – Required
Substitutable Courses:	No
Transfer Credit:	PMPC
Special Notes:	No
Originally Developed:	June 2012
EDCO Approval:	May 2016

Chair's Approval:

A handwritten signature in black ink, appearing to read "A. Sempel".

**Professors**

<b>Name</b>	<b>Phone number</b>	<b>Office</b>	<b>Email</b>
<b>Kyleen Myrah</b> <i>Course Captain</i>	<b>250-762-5445</b> <b>Ext. 4678</b>	<b>E221</b>	<b>kmyrah@okanagan.bc.ca</b>

**Learning Outcomes**

<p>Upon completion of this course students will be able to</p> <ul style="list-style-type: none"> <li>• evaluate personal awareness through self- assessment tools, and apply this learning to team and group activities throughout the course.</li> <li>• critique the effectiveness of relevant leadership theories using material presented.</li> <li>• compare the differences between passive and active followership based on material provided.</li> <li>• evaluate their own followership style in the context of class activities.</li> <li>• discuss the challenges and opportunities of leading in less traditional roles, as demonstrated through industry leaders, case studies and interview assignment.</li> <li>• appraise their personal methods of power and influence to motivate self and others, as illustrated through team activities and self-assessment.</li> <li>• evaluate, through reflection of class materials and team assignments, the importance of respecting and optimizing diversity in your leadership approach.</li> </ul>
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**Course Objectives**

<p>This course will cover the following content:</p> <ul style="list-style-type: none"> <li>• Definitions of leadership</li> <li>• Contingency theories of leadership</li> <li>• Transformational, charismatic, courageous, moral and servant leadership</li> <li>• Vision and strategic direction</li> <li>• Emotional intelligence</li> <li>• Personality assessment and instruments such as StrengthsFinder and Myers-Briggs Type Indicator ( MBTI)</li> </ul>	<ul style="list-style-type: none"> <li>• Diversity and leadership</li> <li>• Followership</li> <li>• Online and distributed leadership</li> <li>• Change management</li> <li>• Culture and values</li> <li>• Power and influence</li> <li>• Management of self and others</li> </ul>
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**Evaluation Procedure**

Team Assignment (s)	30%
Online Participation and Discussions	25%
Exam*	25%
Individual Leadership Plan*	20%
Total**	100%

## Notes

**\*To pass the course** students must obtain an overall passing average grade on their leadership plan and online open book exam (minimum of 25% of the 50% combined marks assigned to these two individual components of the course).

**\*\*Oral and written communication** is a critical component of all assignments and exams and as such, is an important criteria in the evaluation of all course work (must meet a minimum of third-year standing).

**\*\*There are two team assignments** in this course. The ideal group size is 3 members but they can range from 2-4 members, and students can choose their own groups. Your Professor will help facilitate the formation of these teams, and each group will be required to complete a Team Charter that will be used to assess their performance over the semester. Note: individual student's grades can be impacted (positively or negatively) as a result of these performance ratings by the group.

The Leadership course has been designed to assist in your development as a leader and follower. Since leadership and management are not mutually exclusive, the course material contains a blend of traditional and innovative approaches. These experiences are focused towards personal development and team effectiveness. The course materials (class text and reading list) have been selected for their professional discussions about leadership and management. These, along with assignments and exercises, will provide you with a number of leadership tools to assist with your understanding of the motives of leaders and managers, the relationships between leaders and followers, and will help you to examine leadership choices in a variety of situations. Selected videos, guest speakers and assignments will add other experiential dimensions to your leadership development.

### 1. Team Assignments (30% of grade)

Two formal assignments will be completed in teams. These include:

a. **Interview of a Local Leader** which entails analysis and application of leadership theory from your text and course readings in a written report and discussion of findings in class (15%); and

b. **Leadership Presentation** which involves the analysis and facilitated online discussion of a leadership topic and its key concepts. Can be a f2f or asynchronous presentation (15%).

(Refer to the course schedule for timing of these two deadlines. Assignment details available on Moodle. Group membership will be 3-4 members.)

### 2. Online Participation and Discussion Forums (25% of grade)

This section of your grade is composed of weekly discussion forums and class activities. You will be required to communicate regularly throughout the term, consisting of reflection, observation and analysis. These discussions will be related to assessments, guest speakers or videos, course readings & assignments, and other class/learning activities. The consistent participation will ensure you are understanding course concepts, staying up-to-date on class readings, and getting an opportunity to receive regular feedback on your performance to help prepare you for the major course deliverables such as the exam and leadership plan. There are regular assessments (e.g, MBTI, EQ, Strengthfinder, HPTI, Values, Dark Side) you will need to complete and review and analysis of how it applied to your self-awareness and leadership growth will also be part of these discussions, as well as other deliverables.

**Notes (cont.)****3. Course Exam (25% of grade)**

A term exam which will test your understanding of theories and concepts from the course text, assigned readings, video or guest speaker presentations, as well as class discussions. This will be an online moodle exam, open book, and **will require access to a computer to write the exam in class**. See course schedule and professor for more details.

**4. Individual Leadership Plan (20% of grade)**

Throughout the semester you will be reflecting on parts of your leadership style according to your Learning, Cognitive and Personality styles. Your past and/or current performance in leadership roles including work, social and school related activities will also be incorporated. The leadership plan will be a summary of your key areas of strength and your identified areas of development & growth. This is meant to be more than a personal story by applying course related theories, tools and examples where possible. A planned course of action to develop your leadership capabilities will also be included. This will be your final course deliverable as there is no final exam in this course. (See detailed assignment instructions posted on Moodle, and also the Library website for APA referencing techniques.)

**LATE POLICY:**

The two team assignments are done in groups and individual assignments are not accepted. Assignments received late will be deducted 10% per day. Any assignment received after the due date time specified i.e. start of class or a specific time will automatically be deemed one day late and 10% will be deducted. Assignments received after 5 calendar days will not be accepted. Teams not available to do their f2f presentations on their assigned date will forfeit the marks for the assignment and will not be rescheduled.

**Required Text and Materials**

- Course Text: Bird, D. (2016). *The Leader's Guide to Emotional Intelligence: Understand and Develop your EQ for Maximum Leadership Impact*. Lexington, KY: Drew Bird. (note: this must be purchased directly from the bookstore and is available for \$15.49)
- EQ-I Student Assessment & Report. This is administered directly through the EQ Development Group for a student rate of \$30.00
- A variety of other assessment tools (MBTI, HPTI, Dark Side, Values) at no cost to the student (see Moodle shell for access to these tools)
- The required readings list for Buad 370 course can be accessed the Moodle course shell
- Optional workbook on library reserve: Richmond, S. (2008). *Introduction to Type and Leadership*. California, USA: CPP, Inc

## Course Schedule Mondays

Date		Topics & Deliverables	Materials
Dates:		<b>Bold</b> indicates a deliverable due	Ch = Bird text * = reading
Jan	10-14	<b>Overview of Course and Expectations</b> <b>Introduction to Leadership &amp; Emotional Intelligence</b>	Section 1: Chapters 1 & 2 (Bird, 2016)
Jan	17-21	<b>Understanding Emotional Intelligence</b> <b>Team Formation for Assignments</b>	Section 2: Chapters 3-5 (Bird, 2016) Goleman (2013)
Jan	24-28	<b>Leadership Theory: Servant &amp; Level V</b> <i>Leadership Interview Question Review</i>	*Gandolfi & Stone (2018) *Collins, Jim. (2001)
Jan Feb	31 – 4	<b>Developing Your Emotional Intelligence</b> <i>EQi assessment <u>must</u> be completed for class</i> Drew Bird – Guest Speaker	EQi Assessment See prof for instructions Section 3: Chapters 6-8 (Bird, 2016)
Feb	7 - 11	<b>Values-based Leadership</b> <b>Resiliency</b> Lunapads Case	Myrah & Sawatzky (2016) *Chima & Gutman (2020)
Feb	14-18	<b>Leadership through Personality</b> <i>Myers-Briggs Type Indicator <u>must</u> be completed for class.</i> <b>Interview of a Local Leader Assignment Due (Feb 18)</b>	MBTI Assessment See professor for assessment instructions
Feb	21-25	Family Day & Reading Break	No classes
Feb Mar	28 – 4	<b>Leadership through Strengths</b> StrengthsFinder <i>SF assessment <u>must</u> be completed for class</i>	StrengthsFinder Assessment *Linley, Woolston & Biswas- Diener (2009)
Mar	7-11	<b>Positive and Dark sides of Leadership</b> <i>HPTI Assessment <u>must</u> be completed for class</i> Ian McRae – Guest Speaker	HPTI Assessment and Dark Side Traits Assessment Dark Social Book (chapter 1, 5, 12-14) & readings (MacRae)
Mar	14-18	<b>Followership</b> <b>Leadership Seminar Proposal Due</b>	*Northouse (2019)
Mar	21-25	<b>Diversity and Leadership</b> In class discussion of Leader Interviews Exam prep	*National Equity Project (2019) *Johnson (2018)
Mar Apr	28 – 1	<b>Course Exam</b>	See professor for instructions
Apr	4-8	Leadership Plan Development <b>Team Presentations: Leadership Seminar</b>	See Moodle for instructions
Apr	11-14	Leadership Plan Development <b>Team Presentations: Leadership Seminar</b>	See Moodle for instructions
		<b>Leadership Plan Due April 18, 2022</b>	See Moodle for instructions No final exam

## **SKILLS ACROSS THE BUSINESS CURRICULUM**

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The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

## **STUDENT CONDUCT AND ACADEMIC HONESTY**

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### **What is the Disruption of Instructional Activities?**

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

### **What is Cheating?**

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

### **What is Plagiarism?**

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

“Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

### **What are the Students’ Responsibilities to Avoid Plagiarism?**

Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format [www.okanagan.bc.ca](http://www.okanagan.bc.ca). Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication “*Plagiarism Avoided; Taking Responsibility for your Work*”. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 7<sup>th</sup> edition (2019)). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

### **What are the Penalties for Plagiarism and Cheating?**

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.