

COURSE INFORMATION

Course title:	Leadership	Credits:	1.5
Course code:	BAHR 505	Class location:	Virtual
Session, term, period:	2020 ST1/2	Class times:	MW, 2:00-4:00pm (DD1) MW, 10:00am-12:00pm (DD2)
Section(s):	DD1, DD2	Pre-requisites:	N/A
Course duration:	June 7 – July 17, 2021	Co-requisites:	N/A
Division:	OBHR		
Program:	MM Dual		

INSTRUCTOR INFORMATION

Instructor:	Dr. Wayne Rawcliffe	Office location:	Online
Phone:	604-868-6929	Office hours:	M/W 12-1 PM or by appointment via email
Email:	Wayne.rawcliffe@sauder.ubc.ca		

COURSE DESCRIPTION

In this course we examine what effective leadership means and how it can be practiced. We will find, if we did not know it already, that leadership does not reside in one single individual but can be found in the actions of many different people in organizations. As present and future leaders you need to know about effective leadership and it makes sense to do so by exploring and assessing your own strengths, weaknesses, hopes and aspirations as leaders. This course is designed to address both these levels: learning about leadership and learning about oneself as a leader.

We will agree fairly quickly that one cannot claim “leader” as a job title – nor can we simply command people to follow us according to our position on the org. chart. Leadership must be earned, and this requires personal development.

We will investigate the habits, strengths and actions necessary to nurture healthy culture in a company, or to facilitate organizational change when needed. Finally, you will learn not only what attracts great talent, but why they leave, why they choose not to leave, and what the magic is that makes them want to stay.

COURSE FORMAT

Class time will be divided between online lectures and individual or group activities. These may take place in---class or outside of class. The class is designed to be very interactive and participation is expected. Students must complete the reading and prepare for each class in advance. They should be Prepared to discuss the content and post ideas and carry out self---reflection when necessary.

LEARNING OBJECTIVES

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

Design your own leadership path by investigating and committing to skills and behaviours associated with successfully leading self, leading others and leading organizations.

1. Develop a Leadership Charter and Development Plan
 - a. Articulate and Clarify Your Leadership Philosophy
 - b. Commit to a personal Leadership Development Plan
2. Execute Key Leadership Practices

- a. Improve self-awareness, self-management, empathy, mindfulness
- b. Cultivate the Skills Required to Create a Vibrant Organization
- c. Establish and Perpetuate a Healthy Culture, and a Great Place to Work
- d. Create a Compelling and Riveting Vision
- e. Give and Receive Effective Feedback; Coach Others

ASSESSMENTS

Summary

<u>Component</u>	<u>Weight</u>
Active Learning & Participation	25%
Leadership Charter and Development Plan	25%
Journal Writing Assignment	25%
Team Project	<u>25%</u>
Total	<u>100%</u>

Details of Assessments

Active Learning & Participation – 25%

Because this course relies heavily on in-class discussion, activities, and exercises, part of your grade will be determined from active learning through class participation. This includes taking responsibility for your learning and for establishing a positive class atmosphere. It also concerns attendance, assigned readings, active participation in case discussions and active involvement in in-class activities, breakouts, exercises and simulations. Attendance is mandatory unless you have a valid excuse and present your excuse before class.

Personal Leadership Charter & Development Plan – 25%

Individually, you will prepare a summary of your personal leadership philosophy, including values, purpose/mission and vision. You are encouraged to be imaginative, innovative and creative in your submission. Further details in class, and on Canvas.

Leadership Journal – 25%

For this assignment you are asked to keep a journal throughout the module, capturing your reflections, perceptions, analysis and integration of theories, concepts, principles and practices that we learn about each session.

Team Project – 25%

In addition to participating in group activities during regular classroom sessions, you will be working in a team on a project to be completed outside of class. Your groups will be assigned by the instructor. You should anticipate spending quite a bit of time with your team. These teams will be self-managing. It will be the responsibility of each team to find a mutually convenient meeting time.

Team projects involve team members reflecting on a specific leadership challenge or opportunity that we will cover in this course (see the schedule) and that is drawn from real experience of people charged with leadership responsibilities. The project topic will be of your choosing but must provide each team member an opportunity to conduct an interview with a “leader” (or a follower about a leader) of their choice on the specific topic. Team members should bring together their “findings” from the interviews and write a coherent project report that compares and contrasts how each individual dealt with the specific leadership challenge or opportunity.

Potential leadership challenges include but are not limited to:

- Leading others when you are new
- Leading difficult people
- Leading low performing organizations
- Leading others conflict
- Leading group decision making
- Leading organizational crisis
- Leading organizational change

For the team project report, there is a 2000-word limit (please include word count), and no limit on appendices (bios of interviewees, interview questions, etc.). All assignments are due in UBC Canvas. There is no need to submit a hard copy. Each team will also prepare a short video (3-4 minutes) that recaps 1-2 two key learning point from their project, to be shown in the final exam period. Each video presentation will be followed by a 3-4 min Q&A period. Every team member will receive the same mark for this project. Each team will submit a reflection paper on their experience working as a team.

LEARNING MATERIALS

Reading Package: Your reading package can be found on Canvas.

All readings must be completed before a given class. It will be extremely useful to make notes as you go through the many vignettes, examples, and short chapters, as we will be having discussions regarding many of them. (Brief summaries are helpful, but this is only a suggestion.)

Canvas: It is your responsibility to visit Canvas regularly for materials, updates and any schedule changes.

COURSE-SPECIFIC POLICIES AND RESOURCES

Missed or late assignments, and regrading of assessments

Late submissions will not be accepted and will receive a grade of zero.

[Enumerate other policies on missed or late assignments, and regrading of assessments.]

Academic Concessions

If extenuating circumstances arise, please contact the RHL Graduate School program office as early as reasonably possible, and submit an [Academic Concession Request & Declaration Form](#) <https://webforms.sauder.ubc.ca/academic-concession-rhlee>. If an academic concession is granted during the course, the student will be provided options by RHL, or by the instructor in consultation with RHL, per [UBC's policy on Academic Concession](#).

Other Course Policies and Resources

[Include the following policies and resources as appropriate.

- Policies on assessment due prior to students joining the course (i.e., during the add/drop period).

POLICIES APPLICABLE TO COURSES IN THE ROBERT H. LEE GRADUATE SCHOOL

Attendance

Excepting extenuating circumstances, students are expected to attend 100% of their scheduled class hours. Absent students limit their own academic potential, and that of their classmates, and cause unnecessary disruption to the learning environment. Students missing more than 20% of the total scheduled class hours for a course (including classes held during the add/drop period) without having

received an academic concession will be withdrawn from that course. Withdrawals, depending on timing, could result in a “W” or an “F” standing on the transcript.

Punctuality

Students are expected to arrive for classes and activities on time and fully prepared to engage. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving later than halfway through a scheduled class will be treated as absent for that class.

Electronic Devices

During online lectures, students are not permitted to use any electronic devices other than the primary one used for attending the online lecture (e.g. laptop or desktop). Only Zoom should be open during the online lecture unless an instructor advises the use of another program/website for an in-class activity. Feedback from students indicates that personal devices are the number one distraction from effective learning and participation in the online learning environment.

Citation Style

Please use the American Psychological Association (APA) reference style to cite your sources.

Details of the above policies and other RHL Policies are available at:

<http://www.calendar.ubc.ca/vancouver/index.cfm?tree=12,199,506,1625>

UNIVERSITY POLICIES AND RESOURCES

UBC provides resources to support student learning and to maintain healthy lifestyles but recognizes that sometimes crises arise and so there are additional resources to access including those for survivors of sexual violence. UBC values respect for the person and ideas of all members of the academic community. Harassment and discrimination are not tolerated nor is suppression of academic freedom. UBC provides appropriate accommodation for students with disabilities and for religious observances. UBC values academic honesty and students are expected to acknowledge the ideas generated by others and to uphold the highest academic standards in all of their actions. Details of the policies and how to access support are available on the UBC Senate website at <https://senate.ubc.ca/policies-resources-support-student-success>.

Respect for Equity, Diversity, and Inclusion

The UBC Sauder School of Business strives to promote an intellectual community that is enhanced by diversity along various dimensions including status as a First Nation, Metis, Inuit, or Indigenous person, race, ethnicity, gender identity, sexual orientation, religion, political beliefs, social class, and/or disability. It is critical that students from diverse backgrounds and perspectives be valued in and well-served by their courses. Furthermore, the diversity that students bring to the classroom should be viewed as a resource, benefit, and source of strength for your learning experience. It is expected that all students and members of our community conduct themselves with empathy and respect for others.

Academic Integrity

The academic enterprise is founded on honesty, civility, and integrity. As members of this enterprise, all students are expected to know, understand, and follow the codes of conduct regarding academic integrity. At the most basic level, this means submitting only original work done by you and acknowledging all sources of information or ideas and attributing them to others as required. This also means you should not cheat, copy, or mislead others about what is your work. Violations of academic integrity (i.e., misconduct) lead to the breakdown of the academic enterprise, and therefore serious consequences arise and harsh sanctions are imposed. For example, incidences of plagiarism or cheating

may result in a mark of zero on the assignment or exam and more serious consequences may apply if the matter is referred to the President's Advisory Committee on Student Discipline. Careful records are kept in order to monitor and prevent recurrences.

Academic Freedom and Students Studying from Outside Canada[do not modify this paragraph]

During this pandemic, the shift to online learning has greatly altered teaching and studying at UBC, including changes to health and safety considerations. Keep in mind that some UBC courses might cover topics that are censored or considered illegal by non-Canadian governments. This may include, but is not limited to, human rights, representative government, defamation, obscenity, gender or sexuality, and historical or current geopolitical controversies. If you are a student living abroad, you will be subject to the laws of your local jurisdiction, and your local authorities might limit your access to course material or take punitive action against you. UBC is strongly committed to academic freedom, but has no control over foreign authorities (please visit <http://www.calendar.ubc.ca/vancouver/index.cfm?tree=3,33,86,0> for an articulation of the values of the University conveyed in the Senate Statement on Academic Freedom). Thus, we recognize that students will have legitimate reason to exercise caution in studying certain subjects. If you have concerns regarding your personal situation, consider postponing taking a course with manifest risks, until you are back on campus or reach out to your academic advisor to find substitute courses. For further information and support, please visit: <http://academic.ubc.ca/support-resources/freedom-expression>

COPYRIGHT

All materials of this course (course handouts, lecture slides, assessments, course readings, etc.) are the intellectual property of the instructor or licensed to be used in this course by the copyright owner. Redistribution of these materials by any means without permission of the copyright holder(s) constitutes a breach of copyright and may lead to academic discipline and could be subject to legal action. Any lecture recordings are for the sole use of the instructor and students enrolled in the class. In no case may the lecture recording or part of the recording be used by students for any other purpose, either personal or commercial. Further, audio or video recording of classes are not permitted without the prior consent of the instructor. Students may not share class Zoom links or invite others who are not registered to view sessions.

ACKNOWLEDGEMENT

UBC's Point Grey Campus is located on the traditional, ancestral, and unceded territory of the x^wməθk^wəyəm (Musqueam) people, who for millennia have passed on their culture, history, and traditions from one generation to the next on this site.

ONLINE TEACHING TOOL & REQUIREMENTS

This course will be taught using Zoom for synchronous classes and office hours.

For this course, you are required to use a Zoom account during synchronous classes and office hours. If you do not have a Zoom account, you can create one here: <https://zoom.us/signup>. Note: creating a Zoom account requires that you provide a first name, last name, and email address to Zoom. For privacy purposes, you may consent to using your existing email address and your real name. Alternatively, if you prefer, you may sign up using an alternative email address and an anonymized name that does not identify you (i.e. Jane Doe, jane.doe@email.com). If you have trouble creating an account, or accessing a Zoom session, please contact CLCHelp@sauder.ubc.ca. You will be required to provide the email address associated with your Zoom account in a Canvas quiz for identification purposes.

To help replicate the classroom experience, make sessions more dynamic and hold each person accountable, both students and instructors are required to have their cameras on during Zoom sessions. Students who require an accommodation with regard to the “camera on” requirement must contact their instructors in advance of the first class to discuss options. As professional graduate students, students are expected to conduct themselves professionally by joining sessions on time, muting mics when not speaking, refraining from using any other technology when in-session, attending in business casual dress (at a minimum), and participating from a quiet environment. Content from synchronous sessions will be selectively recorded per instructor discretion and made available to students on Canvas for a maximum duration of the course length. This is done to allow students the opportunity to return to lecture content to solidify learnings.

COURSE SCHEDULE
(Subject to change)

Date	Topic	Readings	Deliverables
Class 1	Welcome and Introduction	Ancona D. et al. (2007) In praise of the incomplete leader. HBR, Feb. Bolman & Deal. Reframing organizations: Artistry, choice and leadership. Chapter 1.	https://www.youtube.com/watch?v=AeNWaa0ahN4
Class 2	Leading Yourself	Drucker, P. (2005) Managing oneself. HBR, June. George, B. et al. Discovering your authentic leadership. HBR.	Case: Erik Peterson (A & B) (prepare before class) Brene Brown: Vulnerability
Class 3	Leading Others	Hill, L. Becoming the boss. HBR On point.	Wolfgang Keller at Königsbrau-TAK (A) (prepare before class)
Class 4	Leading Difficult People	Goleman D. (1999) What makes a leader? HBR, Nov-Dec.	Video Case Analysis: Leading with EQ
Class 5	Leading Others in Conflict	Weiss, J., & Hughes, J. (2005). Want collaboration. HBR,83(3), 93-101. Cialdini R. B. (2001) Harnessing the science of persuasion. <i>Harvard Business Review</i> , 72-79.	
Class 6	Leading Group Decision Making	Garvin, Edmondson & Gino (2008). Is yours a learning organization? HBR. March.	
Class 7	Leading Organizational Crisis	Hammond, Keeney and Raiffa (1998). The hidden traps in decision making. Sept-Oct. Conger, J. (1991). Inspiring others: The language of leadership. <i>Academy of Management Executive</i> . 31-44.	Simulation: Judgment in Crisis (complete simulation before class)
Class 8	Leading Organizations	Pfeffer & Veiga (1999) Putting People First for Organizational Success. <i>Academy of Management Executive</i> , 38-48.	NUMMI Podcast (listen before class; approximately 1 hour)
Class 9	Leading Org. Change Efforts	Heifetz R.A. and Laurie, D. L. (2001) The work of leadership. HBR, Dec. Alan Deutschman (Dec. 19, 2007) Change or Die, <i>Fast Company</i>	Case: Children's Hospital and Clinics (prepare before class)
Class 10	Leading Organizational Interventions	Kotter, J. P. (2007) Leading Change: Why Transformation Efforts Fail. <i>Harvard Business Review</i> . Video Presentations	
Exam Week			Team Project & Journal Due Date: TBC