COURSE INFORMATION

Course title:	Leadership Development		
Course code:	BA564	Credits: 1.5	
Session, term, period:	2023Summer	Class location:	Online via Zoom
Section(s):	820	Class times:	8am to 1pm on July 13, 14, & 15
Course duration:	July 13 to 15, 2023	Pre-requisites:	n/a
Division:	OBHR	Co-requisites:	n/a
Program:	IMBA		

INSTRUCTOR INFORMATION

Instructor:	Lingtao Yu, Ph.D.		
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Email:	Lingtao.yu@sauder.ubc.ca	Office hours:	By appointment

COURSE DESCRIPTION

Wanting to lead and believing you can lead are the departure points on the path to leadership. Leadership is an art – a performing art – and the instrument is the self. The mastery of the art of leadership comes with the mastery of the self. Ultimately, leadership development is a process of self-development.

– The Leadership Challenge

Large and small organizations alike spend billions of dollars each year on leadership training. Effective leadership is considered essential for organizations, though defining effective leadership is tough. Engaging consistently in effective leadership practices presents an enormous challenge for most individuals. The focus of this course is on preparing you for effective organizational leadership.

This course provides an opportunity for you to develop an understanding of effective leadership and to hone your leadership skills. Although the course content is informed by leadership theory and empirical evidence, the focus is on understanding your personal leadership strengths and vulnerabilities through feedback while developing your leadership skills through practice. The course is interactive and all students will a) actively participate in all exercises and activities; b) practice leadership behaviors with "take action" assignments; and c) create a customized leadership development plan.

COURSE FORMAT

We will use Zoom to have our classes during the scheduled class times.

LEARNING OBJECTIVES

By the end of this course, you will be able to:
- Develop greater knowledge of principles and practices of effective leadership
- Strengthen your analytical abilities and your capacity to understand, predict, and manage the behavior of individuals and teams in your organization
- Stimulate your commitment to a specific, challenging, and ongoing process of personal growth and leadership development

To maximize your learning, you are expected to:
- Be prepared. Be curious. Be open to new ways of thinking and learning
- Be engaged. Engage in constructive discourse. Constructive discourse requires that you are willing to honestly share your own views and are considerate of others' views

ASSESSMENTS

Summary

Leadership and management skills are best learned by **integrating** and **applying** evidence based theoretical concepts to practical situations. These skills are difficult to meaningfully assess with exams. Thus, rather than traditional examinations, we will learn the material with practical exercises and application of the course materials to your life as a leader.

Assignment	Due Date & Turn-in Method	% of total
1. Baseline Assessment Pre-work (A) Personality Assessment (B) Leader Time-Use Assessment	*(grades based upon **on-time** completion)* (A) Take self-assessment online by **8am Day 1, 07/13** (B) Upload 5 days of tracking to Canvas Folder by **8am Day 3, 07/15**	10%
2. For Day 1 (07/13): Leadership Challenge Paper	Upload to Canvas Folder by **8am Day 1, 07/13**	15%
3. For Day 3 (07/15): Group Video Case Presentation	Upload to Canvas Folder by **8am Day 3, 07/15**	25%
4. Post-class. Final Leadership Development Paper (A) Long-term LD Strategy (B) Short-term LD Plan	Please submit these together as one document. Upload to Canvas Folder by **07/29 (by midnight)**	40%
5. Contribution & Professionalism	*(grade based upon engagement in-class reflection, exercises, quality of contributions and questions, etc.)*	10%

Details of Assessments

1. Baseline Assessment Pre-work.

(A) Personality Assessment. (Due: to Canvas by 8AM, Day 1, 07/13). Complete the online survey. I highly recommend taking this on a computer (i.e., not phone) and in one sitting. The personality survey takes about 15 minutes. It will auto-calculate results for you at the end for you. ***Please make sure to capture/screenshot/record this information as I cannot regenerate it!*** This information will help you understand your leadership tendencies and default reactions. The survey link is posted on Canvas.

(B) Leader Time-Use Assessment. (Due: to Canvas by 8AM, Day 3, 07/15). Over 5 "regular" work days (i.e., excluding vacations, days spent on workshops/trainings, business trips, etc.) before our 3rd class, you will track how you spend your time, attention, and activity. You decide how you want to track! Paper and pencil? E-notebook? Or free apps? (simply search "time tracking"). This will enable your analysis of how your time spent may be driving your leadership assessment. Students find this an informative learning tool. It is also an input to your Final Leadership Development Paper.

2. Leadership Challenge Paper (Due: to Canvas by 8AM, Day 1, 07/13). The purpose of paper is to stimulate your reflection, awareness, and analysis about your own leadership style and the current scope and quality of influence. I want you to thoughtfully consider about where you are in your development as a leader—**right now (not where you think you "should be"**). Details are posted on Canvas. ***The Leadership Challenge paper is limited <u>to THREE (3) double-spaced pages</u>, with 12-point font and 1" margins.***

3. Group Video Case Presentation (Due: to Canvas by 8AM, Day 3, 07/15). The purpose of the case analysis is to enable you to learn about leadership from the experiences (successes and failures) of others. The case assignment is a group assignment comprised of a thoughtful analysis and class presentation on a controversial leader. Details are posted on Canvas. Please upload your slides to the Canvas Folder.

4. Final Leadership Development Paper (Due: to Canvas by 07/29, midnight).
Other assignments in the course pave the way for this, our big-ticket deliverable. The purpose of your Final Leadership Development paper is to chart a longer-term vision and short-term road map for your personal development. This should be the most valuable assignment for you and represent something that serves you long after the course ends. It takes the form of one paper, comprised of three parts. Details will be posted on Canvas.

5. Class/Group Contribution & Professionalism.
Your contribution grade will be based on your *active* and *thoughtful* participation. Many of you may have relevant personal experiences that could benefit all of us. I encourage you to share these during class.

LEARNING MATERIALS
There is no textbook for this course (can you believe it?!) Instead, a reading package including experiential & reflection exercises, assessments, and mini cases will be distributed before and/or in class.

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. This is standard for RHL courses.

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.

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 for an in-class activity. Feedback from students indicates that personal devices is 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.

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.

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ACKNOWLEDGEMENT

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

COURSE SCHEDULE

Class	Date	Topic	Readings or Activities
1	07/13	◊ Understanding Yourself and Others before Leading Others ◊ Principles of Classic Effective Leadership ◊ Personality- and Behavioral-Approach of Leadership	**A set of readings/activities will be distributed before and/or in class**
2	07/14	◊ New Views of Responsible Leadership ◊ Leading with Power and Influence ◊ Leading Effective Decision Making ◊ Leading Effective Two-Way Communication ◊ Leading with Business Ethics in Mind	
3	07/15	◊ Leading Teams in a Global Environment ◊ Team Presentation & Wrap Up	