

**BUSINESS B715
PRINCIPLES OF LEADERSHIP
Winter 2025 Course Outline**

**Human Resources and Management Area
DeGroot School of Business, McMaster University**

COURSE OBJECTIVE

The objective of this course is to prepare students to take on increasingly higher levels of leadership in their organizations, creating career paths for personal success, organizational effectiveness and contribution to society at large. **Education with Purpose.**

INSTRUCTOR AND CONTACT INFORMATION

Tuesday 7-10 pm

Professor

Helen Chen, PhD

Chenh227@mcmaster.ca

Office Hours: By appointment

TA: TBD

Office Hours: By appointment

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	Global view:	Yes
Avenue:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes

Evidence-based: Yes Experiential: Yes Final Exam: No Guest speaker(s): NO

COURSE DESCRIPTION

This course reviews the key concepts, approaches, models and theories of leadership, with real practical opportunity to apply them. Fundamental leadership skills will be introduced with opportunities for student self-assessment and development planning. The objective of the course is to prepare students to a career of leadership in and of organizations. Basic knowledge is delivered through readings and lectures. Students will be exposed to leadership experiences in a number of ways, including but not limited to case analysis, class discussion, experiential activities & self-reflection, simulations and peer coaching.

LEARNING OUTCOMES

Upon successful completion of this course, students will:

- Understand key principles of leadership and theories and frameworks;
 - Understand the progression and changing nature of leadership at different levels;
 - Gain self-awareness of own strengths and weaknesses and build plan for continuous development in leadership roles;
 - Learn practical skills leading in ambiguous and challenging situations;
 - Been exposed to coaching, having difficult conversations and developing talent
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REQUIRED COURSE MATERIALS AND READINGS

Required Readings:

Case Studies & Simulation

Cases and simulation materials need to be purchased by the student from Harvard Business Publishing using the following link: <https://hbsp.harvard.edu/import/1249535>

Articles

Information posted on Avenue

COMMUNICATION AND FEEDBACK

Students who are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degroote.mcmaster.ca/contact/anonymous/>

Students who wish to correspond with instructors or TAs directly via email must send messages from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should **NOT** be sent to the Administrative Assistant. Instructors normally conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors normally provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

EVALUATION

Components and Weights

2 Quizzes (Individual)	30%	Feb. 11 & Apr. 8
Leadership Learning Portfolio (Individual)	30%	April 11
Simulation & Reflection (Group)	15%	Mar 11 & Mar 17
In-Class Case & Activity (Group)	25%	Various

Grade Conversion

The DeGroote School's standard MBA letter/percentage conversion scale is used in this course, as follows.

LETTER GRADE	PERCENT	LETTER GRADE	PERCENT
A+	90-100	B+	75-79
A	85-89	B	70-74
A-	80-84	B-	65-69
		F	00-64

COURSE DELIVERABLES

QUIZ (INDIVIDUAL WORK) (30%)

Two quizzes, each worth 15%, will be held in Week 6 and Week 13. The quizzes will include 30-40 multiple choice questions based on lecture content and readings from weeks prior to the Quiz.

LEADERSHIP LEARNING PORTFOLIO (INDIVIDUAL WORK) (30%)

This assignment includes a Self-reflection & Development Planning and a Course takeaway.

- *Self-Reflection & Development Planning (15%)*: Complete self-assessments, seek feedback from peers, and create a leadership vision and development plan for your career.
- *Course Takeaways (15%)*: Choose a creative format (e.g., video, letter to future self, mind-map etc..) to summarize how the course influenced your leadership thinking.

SIMULATION AND REFLECTION (GROUP WORK) (15%)

Work in teams on a virtual leadership simulation and reflect on the experience.

- *Simulation*: Participate in a crisis simulation, contributing to the team's success
- *Reflection*: Submit a 750-1000 word report addressing the leadership team experiences, such as what worked, what didn't, and how to improve for similar situations. You will also evaluate team member performance, seek and give feedback to each other.

IN-CLASS ENGAGEMENT ACTIVITY (GROUP WORK) (25%)

- *Case Competition (10%)*: In teams, prepare (90 minutes) a case analysis then present the analysis and recommendation to the class.
- *Problem-Solving Activity (10%)*: In teams, prepare (90 minutes) to propose a solution to a real-world problem and present the solution to the class.
- *In-class Case Discussion (5%)*: Everyone will read and prepare to discuss the assigned cases throughout the term. Each team will select one from three designated cases to lead the class discussion.

NOTE:

1. Detailed instructions and rubrics for the course deliverables are posted on AVENUE.
2. The use of GenerateAI is strictly prohibited in submitted assignment deliverables. In every document you submit, please include a signed disclaimer:

I (we), _____, confirm that the writing is my (our) original work and reflects my (our) own thinking.

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Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

ACADEMIC DISHONESTY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ON-LINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

MISSED ACADEMIC WORK

Missed Mid-Term Examinations / Tests / Class Participation

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the Student Experience – Academic (MBA) office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide to Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate which can be found on the DeGroot website at <http://mbastudent.degroote.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and documentation supporting the reason for the absence.

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the Student Experience – Academic (MBA) office at least ten (10) working days before the scheduled exam along with acceptable documentation. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by Student Experience – Academic (MBA).

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

Missed Final Examinations

A student who misses a final examination without good reason will receive a mark of 0 on the examination.

All applications for deferred and special examination arrangements must be made to the Student Experience – Academic (MBA) office. Failure to meet the stated deadlines may result in the denial of these arrangements. Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the following term. There will be one common sitting for all deferred exams.

Failure to write an approved deferred examination at the pre-scheduled time will result in a failure for that examination, except in the case of exceptional circumstances where documentation has been provided and approved. Upon approval, no credit will be given for the course, and the notation N.C. (no credit) will be placed on the student's transcript. Students receiving no credit for

a required course must repeat the course. Optional or elective courses for which no credit is given may be repeated or replaced with another course of equal credit value.

Requests for a second deferral or rescheduling of a deferred examination will not be considered. Any student who is unable to write a final examination because of illness is required to submit the Application for Deferred MBA Final Examination and a statement from a doctor certifying illness on the date of the examination. The Application for Deferred MBA Final Examination and the McMaster University Student Health Certificate can be found on the DeGroot website at <http://mbastudent.degroot.mcmaster.ca/forms-and-applications/> Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. Students who write examinations while ill will not be given special consideration after the fact.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic (MBA) office within five business days of the missed examination. Special examination arrangements may be made for students unable to write at the posted exam time due to compelling reasons (for example religious, or for part-time students only, work-related reasons):

- Students who have religious obligations which make it impossible to write examinations at the times posted are required to produce a letter from their religious leader stating that they are unable to be present owing to a religious obligation.
- Part-time students who have business commitments which make it impossible to write examinations at the times posted are required to produce a letter on company letterhead from the student's immediate supervisor stating that they are unable to be present owing to a specific job commitment.

In such cases, applications must be made in writing to the Student Experience – Academic (MBA) office at least ten business days before the scheduled examination date and acceptable documentation must be supplied.

If a student is representing the University at an academic or athletic event and is available at an overlapping scheduled time of the test/examination, the student may write the test/examination at an approved location with an approved invigilator, as determined by the Student Experience – Academic (MBA) office.

In such cases, the request for a deferred examination privilege must be made in writing to the Student Experience – Academic (MBA) office within ten business days of the end of the examination period.

Note: A fee of \$50 will be charged for a deferred exam written on campus and a fee of \$100 for deferred exams written elsewhere. In cases where the student's standing is in doubt, the Graduate Admissions and Study Committee may require that the student with one or more deferred examination privileges refrain from re-registering until the examination(s) have been cleared.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

POTENTIAL MODIFICATION TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

BUSINESS B715: PRINCIPLES OF LEADERSHIP

Winter 2025 Course Schedule

CLASS	DATE	TOPIC	CLASS ACTIVITIES & READING ASSIGNMENT
1	1/7	Course Overview Leadership Introduction	What do we mean by Leadership?
2	1/14	Leadership Theories & Practice	Case: MBA Hacker
3	1/21	The Characteristics of Effective Leaders	Articles: Learning charisma. Transform yourself into the person others want to follow. Narcissistic leaders: The incredible pros, the inevitable cons.
4	1/28	Leadership Credibility	Articles: Why should anyone be led by you? Case #1: Nora Has a New Job
5	2/4	IN-CLASS CASE ANALYSIS	Teams will be given 90 minutes to work on a case and present the analysis and recommendation to the class.
6	2/11	Influence & Persuasion	Quiz #1 Articles: Harnessing the science of persuasion. The necessary art of persuasion.
WINTER BREAK			
7	2/25	Motivation & Engagement Coaching & Developing Others	Case #2: Leaders as Coach
8	3/4	Decision-Making	Articles: Understanding hubris and heuristics in CEO decision-making. Delusion of success.
9	3/11	VIRTUAL LEADERSHIP SIMULTION (*No in-person class)	Teams will be working to complete the online leadership simulation and the reflection. Due Dates: <ul style="list-style-type: none"> • Virtual Leadership Simulation DUE by end of class time (Mar. 11, @10pm) • Reflection DUE (following) Monday, Mar.17 @11:59pm
10	3/18	Leadership in Organizational Context	Articles: Aspiration and leadership. The impact of top leaders' personalities.
11	3/25	Leading Change	Case #3: Averting a Hard Landing

12	4/1	IN-CLASS ACTIVITY	Teams will be given 90 minutes to work on a real-life challenge and present the proposed solution in class.
13	4/8	Leadership self-development Course Wrap-up	Quiz #2 Articles: How will you measure your life. Leadership Learning Portfolio DUE last day of class April 11, Friday @11:59pm