



**VALUE-BASED LEADERSHIP  
COMM 437-3  
Winter 2014**

**INSTRUCTOR:** Kris Zmudzinski

**E-MAIL:** [lasconsulting@shaw.ca](mailto:lasconsulting@shaw.ca)

*Please put COMM437 in the subject line*

**OFFICE LOCATION:** Room 10-4584

**OFFICE HOURS:** 5:00-5:45 Thursdays by appointment only

**CLASS TIME:** Thursdays 6:00-8:50 pm

**CLASS LOCATION:** 10-4520

**WEBSITE:** [www.unbc.ca/commerce](http://www.unbc.ca/commerce)

Information regarding the School of Business at UNBC can be found at: <http://www.unbc.ca/commerce>

### **COURSE DESCRIPTION**

This course provides an overview of the literature on leadership throughout history and reviews the main leadership theories developed in the 20<sup>th</sup> and 21<sup>st</sup> centuries, with a focus on what makes a good leader, both in the sense of administrative or managerial effectiveness as well as in a moral sense. Models of successful leadership in both the public and private sector are explored through case studies.

### **COURSE OBJECTIVES**

The objectives of the course are to:

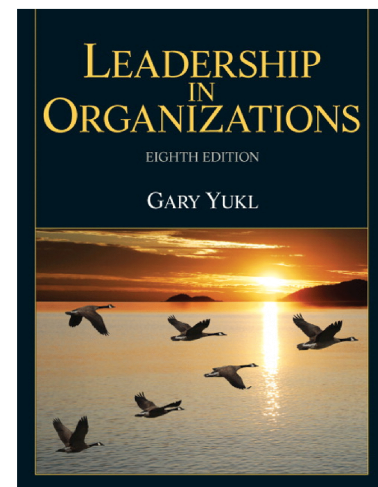
1. Introduce students to the main theories of leadership effectiveness, and moral leadership
2. Introduce students to leadership research methodology and content, and
3. Involve students in leadership research

### **REQUIRED TEXTS**

**Leadership in Organizations, 8<sup>th</sup> Edition**

**Gary Yukl**

**ISBN 978-0-13-277186-3**



## COURSE ASSIGNMENTS, AND GRADE WEIGHTING

Assignment	Due Date	Grade Weight
Assignment #1 TBA	January 30	10
Assignment #2 TBA	February 13	10
Assignment #3 TBA	February 27	20
Assignment #4 TBA	March 13	20
Assignment #5 TBA	April 3	20
Participation		20

Date	Topic	Activity
January 16	Chapter 1: The Nature of Leadership	
	Chapter 2: Nature of Managerial Work	
January 23	Chapter 3: Effective Leadership Behaviour	
January 30	Chapter 4: Leading Change and Innovation	Assignment #1 Due
February 6	Chapter 5: Participative Leadership and Empowerment	
February 13	Chapter 6: Leadership Traits and Skills	Assignment #2 Due
February 20	<b>No Class – Reading Break</b>	
February 27	Chapter 8: Power and Influence Tactics	Assignment #3 Due
March 6	Chapter 11: Strategic Leadership in Organizations	
March 13	Chapter 12: Charismatic and Transformational Leadership	Assignment #4 Due
March 20	Chapter 14: Cross Cultural Leadership and Diversity	
March 27	Chapter 15: Developing Leadership Skills	
April 3	Chapter 16: Overview and Integration	Assignment #5 Due
	No Final Exam	

### ASSIGNMENT DESCRIPTION

Assignments posted on Blackboard

### DUE DATES / LATE ASSIGNMENTS

All assignments are due at the beginning of class. No assignments are accepted after the due date.

### TEACHING METHODS

Several approaches will be used:

1. **Readings:** There will be assigned articles and research papers, and you will need access to the Library data base for some reading. Please ensure access by the end of the first week of school.
2. **Lectures:** Lectures are designed to provide you with an in-depth examination of a more limited number of topics than those covered in your text. Students are expected to read the assigned reading prior to class. It is intended that the course be highly interactive with substantial student participation and contribution.
3. **Discussion of assignments (business issues and case studies):** The material covered in your assigned reading and lectures as well as your experiences will provide you with the knowledge base for the course. Students are expected to actively contribute their experience and thoughts during class time.

## PAPER FORMAT

- Adherence to all academic standards and forms is expected. Of particular note are the use of the third person in all assignments; the proper citation of sources; inclusion of bibliographies; and the use of proper spelling and grammar.
- All submissions are to use 12-point font, double-spaced.
- Page numbers are required – their use greatly assists in quickly determining missing pages.

## GRADING SYSTEM

Grading System see website [www.unbc.ca/calendar/undergraduate/general/regulations.html](http://www.unbc.ca/calendar/undergraduate/general/regulations.html)

<u>Excellent</u>	A+	=	90-100
	A	=	85-89.9
	A-	=	80-84.9
<u>Good</u>	B+	=	77-79.9
	B	=	73-76.9
	B-	=	70-72.9
<u>Satisfactory</u>	C+	=	67-69.9
	C	=	63-66.9
<u>Marginal</u>	C-	=	60-62.9
	D+	=	57-59.9
	D	=	53-56.9
	D-	=	50-52.9
<u>Failure:</u>	F	=	0-49.9

## PLAGIARISM AND ACADEMIC MISCONDUCT

It is the student's responsibility to be aware of UNBC's Academic regulations, policies and procedures as described in Section 45 of the Undergraduate Academic Calendar. Please refer to the UNBC website. <http://www.unbc.ca/calendar/undergraduate/regulations>

A definition of academic misconduct includes:

Cheating (using unauthorized material, information, or study aids in academic exercise), plagiarism, falsification of records, unauthorized possession of examinations, intimidation and any and all other actions that may improperly affect the evaluation of a student's academic performance or achievement, assisting others in any act, submission of the same work for grades in two courses without permission of the instructor or attempts to engage in such acts.

The regulations on plagiarism apply to all material submitted for a grade: essays, exams, assignments, cases, presentations, quizzes, and practice sets. Any case of suspected academic misconduct will be reported to the campus registrar. If the student is found guilty of academic misconduct there are both grade penalties and disciplinary penalties. Before there is any intention (on your part) or suspicion (on the part of your instructor or your peers) of wrongdoing, please see the instructor to discuss any problems of this nature. If your paper closely resembles a paper from this class or any other class (either written by you or another student, in this semester or any other), this will be considered an infraction of the academic misconduct code.

## ETHICAL STANDARDS

The following behaviors are considered unethical:

- Telling the instructor that you "need" a certain grade
- Asking for extra assignments for the purpose of raising a grade
- Asking that the grade be raised because it is very close to the next higher grade
- Asking that the grade be raised because you did very well on one part of the course or grading scheme
- Asking for a higher grade because you don't like the grading scheme
- Asking to be allowed to turn in an assignment late - even a few minutes late - because of computer or printer problems or any other reason
- Asking to be treated better than other students by making an exception to the rules
- Asking for any other unfair advantage in grading.

## ACCESS RESOURCE CENTRE

If there are students in this course who, because of a disability, may have a need for special academic accommodations, please feel free to meet with the instructor to review your specific needs or contact the Access Resources Centre located in the Teaching and Learning Centre, Main Floor West Block Room 10-1048 Tel 250-960-5682 or via email [arc@unbc.ca](mailto:arc@unbc.ca) For more information, please visit their website [www.unbc.ca/arc](http://www.unbc.ca/arc)

## ACADEMIC ADVISING

For academic advising please contact the Recruitment and Advising Centre Room 7-714, by email: [advising@unbc.ca](mailto:advising@unbc.ca) or via phone at 250-960-6494.

## ACCESS SUCCESS CENTRE

For tutoring online or in person; download handouts on writing, math, and referencing; receive study assistance; and much more, please see the Learning Skills Centre. Their website is [www.unbc.ca/asc](http://www.unbc.ca/asc)

The Academic Success Centre is committed to supporting and enhancing student learning and to providing the skills students will need to become life-long learners. Through collaborative partnerships, we offer services and resources that empower students to take responsibility for their own learning. Our students' success is our ultimate measure of accomplishment.

This site provides you with access to:

- Free online tutoring
- Downloadable handouts for writing, study skills, math, and presentation skills
- Access to self assessment sites for learning styles, grammar, math, etc.
- Information about face-to-face tutoring and how to book an appointment
- Special programs and workshops offered through the Centre

For more information, please contact the Academic Success Centre located in the Teaching and Learning Building, Room 10-2584 or via Tel 250-960-6367 Fax 250-960-5425 or via email [asc@unbc.ca](mailto:asc@unbc.ca). Their website is [www.unbc.ca/asc](http://www.unbc.ca/asc)