

BUS 214: Leadership Skills

Course Description

Organizations require effective leadership in order to be successful. This course examines key approaches to the study of leadership. It also provides an opportunity for students to learn about their own leadership approach and to develop and apply critical leadership skills suitable to working with individuals, with teams, and throughout an organization.

Please note: This outline will not be kept indefinitely. It is recommended students keep this outline for their records, especially to assist in transfer credit to post-secondary institutions. The calendar description for this course is available on the web @ <http://camosun.ca/learn/calendar/current/web/bus.html>

Instructor Information

- Instructor: Dr. Patrick O'Neill
- Office Hours: Meeting upon request and via email
- Email: oneillp@camosun.ca
- Course Website: <https://online.camosun.ca>

Intended Learning Outcomes

By the end of this course, students should be able to:

- Identify personal values, beliefs, and personality styles and analyze how they impact performance in organizations.
- Analyze and use leadership models and theories to describe effective practice.
- Develop a framework explaining contemporary leadership by drawing on a continuum of leadership theory.
- Demonstrate an appropriate blend of task and relationship skills in a variety of leadership situations.
- Demonstrate leadership through effective communication, active listening and giving and receiving feedback.

Required Materials

Lussier, R. N., & Achua, C. F. (2022). Leadership Theory, Application, & Skill Development (7th ed.). SAGE Publications, Inc: Thousand Oaks, CA

Supplemental Reading – see LOs

Course Schedule

The schedule is subject to change at the discretion of the instructor. You need to familiarize yourself with the weekly routine and stay on top of (or ahead in) your weekly work.

Week	Date	Topic	Readings	Activities / Discussions / Due Dates
1	May 6-12	Course Overview Introduction to Leadership	Course Outline Chapter 1	Introductions And Course Overview Establish Groups for Classroom Leadership and Activities Week 1 Reflection & Action Journal Entry by May 12 @ 11:59 pm
2	May 13-19	Personality Traits and Leadership & Leadership Styles	Chapter 2 & 3	Personality Profile Self-Assessment And Task And Relationship Questionnaire By May 12 @ 11:59pm iRAT & tRAT # 1 Quiz Week 2 (Chapters 1, 2 And 3) (In-Class)
3	May 20-26	Contingency Leadership Theories	Chapter 4	Path-Goal Leadership Questionnaire by May 19 @ 11:59pm
4	May 27- June 2	Charismatic & Transformational Leadership	Ch 10	Assignment 1: Leadership Movie Presentation (1) (In-Class)
5	June 3-9	Servant Leadership and Emotional Intelligence	Ch 10 (pgs. 433-436) Assigned Readings (D2L)	Emotional Intelligence Self-Assessment By June 2 @ 11:59pm Assignment 1: Leadership Movie Review (2) (In-Class) Week 5 Reflection & Action Journal Entry By June 2 @ 11:59pm iRAT and tRAT #2 Weeks 1-5 (Chapters 1, 2, 3, 4, 10)(In class)
6	June 10-16	Communication and Conflict Management	Chapter 5 (pp 173-189; 198-210)	Listening And Asking Questions Self-Assessments by February 9 @ 11:59pm and Conflict Styles by June 9 @ 11:59 pm Assignment 1: Leadership Movie Review (3) (In-Class)
7	June 17-23	Coaching and peer mentoring	Ch 5 (pgs. 190-196)	Peer Coaching Conversations (In-Class) Itpmetrics Peer Feedback by June 23 @ 11:59 pm Assignment 1: Leadership Movie Presentation (4) (In-Class)
8	June 24-30			Pause, Catch-up and Integrate (Office hour virtual "Fireside Chat")
9	July 1-7	Ethics and Influence	Ch 2 (pgs. 61-73) & Ch 6	Assignment 1: Leadership Movie Presentation (5) (In-Class) iRAT and tRAT #3 Week 9 (Chapters 2, 5 and 6) (In class) Assignment 2: Vision Statement Due July 7 @ 11:59pm
10	July 8-14	Leaders and Followers Relationships	Ch 7	Effective Followership Self-Assessment by July 7 @ 11:59pm Assignment 1: Leadership Movie Review (6) (In-Class) Week 10 Reflection & Action Journal Entry by July 14 @ 11:59pm
11	July 15-21	Culture, DEI, and Leadership	Ch 11	Cultural Diversity Awareness Questionnaire by July 14 @ 11:59pm Assignment 1: Leadership Movie Review (7) (In-Class) iRAT & tRAT Quiz # 4 For Weeks 11 (Chapter 7 and 11) (In-Class)
12	July 22-28	Strategic Leadership and High-Performance Organizations	Ch 12	Assignment 1: Leadership Movie Review (8) (In-Class)
13	July 29- Aug 4	Contemporary and Emerging Leadership Theories, Frameworks, Practices and Special Topics	Articles	iRAT & tRAT Quiz # 5 For Weeks 2-12 (In-Class) Week 13 Reflection & Action Journal Entry By July 28 @ 11:59pm
14	Aug 5-11	Integrate and Celebrate		Assignment 3: LDAP Due Aug 11 @ 11:59pm

Basis of Student Assessment (Weighting)

Details about each of these activities and assignments can be found [HERE](#).

Assignments (55%)

- Assignment 1: Leadership Movie Review (Team) 15%
- Assignment 2: Leader Vision 15%
- Assignment 3: Leadership Development Action Plan 25%

Individual & Team Readiness Assessment Tests 10%

Presence Practice Reflections 10%

Reflection and Action Journal 10%

Participation and Contribution 15%

Assignment Formatting

The School of Business uses **APA style** for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See Camosun College (2018) Library Citation Guides retrieved from: <http://camosun.ca/libguides.com/apa>.

- Where required by your instructor, submit all assignments into the D2L dropbox by your last name.
- In-text citations for quotes, paraphrasing, and references must be consistent with APA standards.
- Grammar, spelling, style, document formatting, citations, and all referencing using APA standards will be assessed in your mark.
- All submitted work must be properly referenced to sources where required by your instructor.
- Unless otherwise specified, you are to submit your own work, any work collaborated (unless permitted by the course) will be considered in violation of the college's Academic Integrity policy. See Camosun College (2021) Academic Integrity Policy

Deadlines and Exams

You must submit your assignments on the due date or as announced. A grade of zero will be assigned to late submissions. There are no additional assignments or make-up exams of any kind if you performed poorly on an assignment, midterm, or final exam.

- EXAM DATES WILL NOT BE RESCHEDULED.** Non-attendance on scheduled exam dates results in a zero grade. Exceptions will be made only for *medical reasons or extenuating circumstances* that must be submitted and then accepted by the instructor. Please advise your instructor promptly.
- Students registered through the **Centre for Accessible Learning (CAL)** should discuss timelines with their instructors at the beginning of each semester.
- Medical notes must be dated, signed, and be written on letterhead or prescription paper imprinted with the physician's name and address. Notes are accepted from Physician (GP or medical specialist), Nurse Practitioner, Psychiatrist, Psychologist, Counsellor and Aboriginal Elder. Electronic notes will not be accepted. Medical documentation must be received as soon as reasonably possible.

Student Responsibility

Enrolment at Camosun assumes that the student will become a responsible member of the College community. As such, each student will display a positive work ethic, assist in the preservation of College property, and assume responsibility for their education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

College-Wide Policies, Procedures, Requirements, and Standards

Academic Accommodations for Students with Disabilities

The College is committed to providing appropriate and reasonable academic accommodations to students with disabilities (i.e. physical, depression, learning, etc). If you have a disability, the Centre for Accessible Learning (CAL) can help you document your needs, and where disability-related barriers to accessing your courses exist, create an accommodation plan. By making a call through CAL, you can ensure you have the appropriate academic accommodations you need without disclosing your diagnosis or condition to course instructors. Please visit the CAL website for contacts and to learn how to get started: <http://camosun.ca/services/accessible-learning/>

Academic Integrity

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.1.3.pdf> for policy regarding academic expectations and details for addressing and resolving matters of academic misconduct.

Academic Progress

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.1.pdf> for further details on how Camosun College monitors students' academic progress and what steps can be taken if a student is at risk of not meeting the College's academic progress standards.

Course Withdrawals Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <http://camosun.ca/learn/fees/#deadlines>.

Grading Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf> for further details about grading.

Grade Review and Appeals

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

Medical / Compassionate Withdrawals

Students who are incapacitated and unable to complete or succeed in their studies by virtue of serious and demonstrated exceptional circumstances may be eligible for a medical/compassionate withdrawal. Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.8.pdf> to learn more about the process involved in a medical/compassionate withdrawal.

Sexual Violence and Misconduct

Camosun is committed to creating a campus culture of safety, respect, and consent. Camosun's Office of Student Support is responsible for offering support to students impacted by sexual violence. Regardless of when or where the sexual violence or misconduct occurred, students can access support at Camosun. The Office of Student Support will make sure students have a safe and private place to talk and will help them understand what supports are available and their options for next steps. The Office of Student Support respects a student's right to choose what is right for them. For more information see Camosun's Sexualized Violence and Misconduct Policy: <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.9.pdf> and camosun.ca/sexual-violence. To contact the Office of Student Support: oss@camosun.ca or by phone: 250-370-3046 or 250-3703841

Student Misconduct (Non-Academic)

Camosun College is committed to building the academic competency of all students, seeks to empower students to become agents of their own learning, and promotes academic belonging for everyone. Camosun also expects all students to conduct themselves in a manner that contributes to a positive, supportive, and safe learning environment. Please review Camosun College's Student Misconduct Policy at <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.3.pdf> to understand the College's expectations of academic integrity and student behavioural conduct.

Changes to this Syllabus: Every effort has been made to ensure that information in this syllabus is accurate at the time of publication. The College reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.

Supports and Services for Students

Camosun College offers a number of services to help you succeed in and out of the classroom. For a detailed overview of the supports and services visit <http://camosun.ca/students/>.

Support Service	Website
Academic Advising	http://camosun.ca/advising
Accessible Learning	http://camosun.ca/accessible-learning
Counselling	http://camosun.ca/counselling
Career Services	http://camosun.ca/coop
Financial Aid and Awards	http://camosun.ca/financialaid
Help Centres (Math/English/Science)	http://camosun.ca/help-centres
Indigenous Student Support	http://camosun.ca/indigenous
International Student Support	http://camosun.ca/international/
Learning Skills	http://camosun.ca/learningskills
Library	http://camosun.ca/services/library/
Office of Student Support	http://camosun.ca/oss
Ombudsperson	http://camosun.ca/ombuds
Registration	http://camosun.ca/registration
Technology Support	http://camosun.ca/its
Writing Centre	http://camosun.ca/writing-centre

If you have a mental health concern, please contact Counselling to arrange an appointment as soon as possible. Counseling sessions are available at both campuses during business hours. If you need urgent support after-hours, please contact the Vancouver Island Crisis Line at 1-888-494-3888 or call 911.

Recommended Materials and Resources

Here is a list of materials and resources to assist students to succeed throughout the course:

- See [Getting Started for Students](#) to learn more about navigating D2L.
- See Camosun College (2018) Camosun Student Success Centre Learning Skills tab from: <http://camosun.ca/services/writing-centre/learning-skills.html> and Learning Skills Guide (2016) from: http://camosun.ca/libguides.com/CSSCHome/Images_HOME?preview=8c8156761f510434e998e6240e396088
- See Camosun College (2018) The Writing Centres Tools and Resources tab from: <http://camosun.ca/services/writing-centre/editing-checklist.html>.
- See Ackley (2017) APA Workbook from: http://camosun.ca/services/writing-centre/documents/APA_Workbook_2017.pdf and Camosun College (2018) APA Citation Style (6th edition): Business Resources from: <http://camosun.ca/libguides.com/c.php?g=92253&p=2838143>.
- See SFU (2016) Assignment Calculator from: <https://www.lib.sfu.ca/about/branches-depts/slc/learning/calculator>.
- See Purdue (2018) Online Writing Lab from: <https://owl.english.purdue.edu/>.

Grading System

Standard grading system (GPA). See Camosun College (2007) [Grading Policy](#).

Standard Grading System (GPA)			
Percentage	Grade	Description	Grade Point Equivalency
90-100	A+		9
85-89	A		8
80-84	A-		7
77-79	B+		6
73-76	B		5
70-72	B-		4
65-69	C+		3
60-64	C		2
50-59	D	Minimum level of achievement for which credit is granted; a course with a "D" grade cannot be used as a prerequisite.	1
0-49	F	Minimum level has not been achieved.	0

Employment Opportunities

Job positions for Co-op work terms, non-Co-op work terms, and full-time employment are posted on Camosun's employment website. See Camosun College (2018) Co-op and Career Portal from: <https://educationhatworks.camosun.ca/home.htm>.