

COURSE SYLLABUS



COURSE TITLE:	BUS 485 Emerging Leadership Practices
CLASS SECTION:	Section B01 (Mondays 8:30-11:20am, CBA 285)
TERM:	Winter 2025
COURSE CREDITS:	3 credits
DELIVERY METHOD(S):	Blended, Face to Face/Online

Camosun College respectfully acknowledges that our campuses are situated on the territories of the Ləkʷəŋən (Songhees and Kosapsum) and WSÁNEĆ peoples. We honour their knowledge and welcome to all students who seek education here.

INSTRUCTOR DETAILS

NAME:	Dr. Laura Gover-Basar
EMAIL:	gover-basarl@camosun.ca
OFFICE:	CBA 230 or Online
HOURS:	Wednesdays 10:30am-12:00pm or by appointment (email for appointment)

As your course instructor, I endeavour to provide an inclusive learning environment. However, if you experience barriers to learning in this course, do not hesitate to discuss them with me. Camosun College is committed to identifying and removing institutional and social barriers that prevent access and impede success.

CALENDAR DESCRIPTION

What are your strengths as a leader? How do you influence others? In this interactive course we examine contemporary leadership practices in organizations through discussions, cases, and in-class activities. This course challenges assumptions from leadership theories and introduces various ways of thinking about effective leaders and leadership. Learners will reflect on their leadership competencies and preferences and consider how these relate to emerging trends in leadership practice and theory. They will develop the ability to maintain currency in leadership practices through research and critical observation. As a result, learners will gain a more nuanced understanding of leadership practice, how leaders impact individuals, teams, and organizations, and how to enhance their own leadership capabilities.

PREREQUISITE(S): C in BUS 214 OR C in BUS 314 OR C in BUS 322 OR Bachelor degree from a recognized post-secondary institution.

COURSE LEARNING OUTCOMES / OBJECTIVES

Upon successful completion of this course, you will be able to:

1. Critically examine emerging trends in leadership practice and theory
2. Through reflection, identify and assess personal leadership preferences, competencies, and accountability according to emerging practice and theory
3. Recommend leadership practices for specific situations and organizational contexts based on emerging leadership trends
4. Utilize research and critical observation skills to maintain currency in professional practice

REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

Required Textbook:

- Kouzes, J.M., & Posner, B.Z. (2018). *The Student Leadership Challenge: Five Practices for Becoming an Exemplary Leader*. (3rd ed.). Wiley.

Any Additional required readings are provided on D2L.

COURSE SCHEDULE, TOPICS, AND ASSOCIATED PREPARATION / ACTIVITY / EVALUATION

The following schedule and course components are subject to change with reasonable advance notice, as deemed appropriate by the instructor.

Modules	Topics	Textbook Prereading	Dates		Deadlines
<u>Course Introduction</u>	BUS 485 Introduction		Week 1	Monday Jan 6	
	Defining Leadership	<i>Introduction</i>	Week 2	Monday Jan 13	Class Prep due 8am
<u>Practice 1: Model the Way</u>	Commitment 1: Clarify Values Commitment 2: Set the Example	<i>Chapter 1</i> <i>Chapter 2</i>	Week 3	Monday Jan 20	Class Prep due 8am
<u>Practice 2: Inspire a Shared Vision</u>	Commitment 3: Envision the Future	<i>Chapter 3</i>	Week 4	Monday Jan 27	Class Prep due 8am
	Work Block for Team Proposal		Week 5	Monday Feb 3	Team Contract due 11:59pm
				Tuesday Feb 4	Team Proposal due 11:59pm
	Team Meeting w/ Instructor		Week 6	Monday Feb 10	
	<i>Reading Week – No Classes</i>		Week 7	Monday Feb 17	
<u>Practice 3: Challenge the Process</u>	Commitment 4: Enlist Others Commitment 5: Search for Opportunities	<i>Chapter 4</i> <i>Chapter 5</i>	Week 8	Monday Feb 24	Class Prep due 8am
	Commitment 6: Experiment and Take Risks Commitment 7: Foster Collaboration	<i>Chapter 6</i> <i>Chapter 7</i>	Week 9	Monday March 3	Class Prep due 8am
<u>Practice 4: Enable Others to Act</u>	Commitment 8: Strengthen Others	<i>Chapter 8</i>	Week 10	Monday March 10	Class Prep due 8am
<u>Practice 5: Encourage the Heart</u>	Commitment 9: Recognize Contributions Commitment 10: Celebrate Values & Victories	<i>Chapter 9</i> <i>Chapter 10</i>	Week 11	Monday March 17	Class Prep due 8am
<u>Presentations and Reflections</u>	Work Block for Team Project and Reflections		Week 12	Monday March 24	Project Update due 11:59pm
				Tuesday March 25	Reflections due 11:59pm
	Team Meeting w/ Instructor		Week 13	Monday March 31	
	Presentations		Week 14	Monday April 7	Team Presentations

Students registered with the Centre for Accessible Learning (CAL) who complete quizzes, tests, and exams with academic accommodations have booking procedures and deadlines with CAL where advanced noticed is required. Deadlines can be reviewed on the [CAL exams page](https://camosun.ca/services/academic-supports/accessible-learning/academic-accommodations-exams). <https://camosun.ca/services/academic-supports/accessible-learning/academic-accommodations-exams>

DESCRIPTION	DUE	WEIGHTING
CLASS PREP AND ENGAGEMENT		53%
<input type="checkbox"/> Class Preparation Posts (7 @ 3%)	Weeks 2-4; 8-11	21%
<input type="checkbox"/> Class Engagement/Attendance (7 @ 4%)	Weeks 2-4; 8-11	28%
<input type="checkbox"/> Meeting Engagement/Attendance (2 @ 2%)	Weeks 6 and 13	4%
LEADERSHIP ACTION PROJECT		27%
<input type="checkbox"/> Team Contract	Week 5	~
<input type="checkbox"/> Proposal	Week 5	7%
<input type="checkbox"/> Project Update	Week 12	5%
<input type="checkbox"/> Presentation	Week 14	15%
<input type="checkbox"/> Self/Peer Evaluation	Week 14	~
REFLECTION PAPER	Week 12	20%
TOTAL		100%

If you have a concern about a grade you have received for an evaluation, please come and see me as soon as possible. Refer to the [Grade Review and Appeals](http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf) policy for more information.
<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

CLASS PREP AND ENGAGEMENT (53%)

The critical role of ongoing preparation before class and in-class engagement is considered in the assessment mix for this course. This portion of your grade has one component, detailed below:

- **Class Preparation Posts (21%):** Prior to our in-person sessions for weeks 2-4 and 8-11, you will complete an individual discussion post related to the prereading for that class. Detailed instructions will be provided for each Discussion Topic in D2L. Discussions will involve the application of textbook concepts about leadership to your own experiences (see Course Schedule for assigned readings). During our weekly in-person session, you may share your post, partially or completely, with other students and continue the discussion. These initial preparation posts are graded as complete or incomplete (i.e., pass/fail) based on demonstrating *familiarity* with the assigned prereading (textbook chapter) and *completeness* of your response. There are seven preparation posts in total and each post is worth 3% of your final grade.
- **Class Engagement/Attendance (28%):** Classes will be interactive and involve discussions and small group activities. This portion of the grade is also complete/incomplete or pass/fail. If you are unable to attend a scheduled class due to extenuating circumstances, please contact the instructor. There are seven regular class sessions (weeks 2-4 and 8-11) in total and attendance for each is worth 4% of your final grade.
- **Meeting Engagement/Attendance (4%):** In Weeks 6 and 13, teams will schedule a meeting during class time to meet with the instructor. Attendance and engagement are critical to the success of these meetings. If you are unable to attend due to extenuating circumstances, contact your instructor.

LEADERSHIP ACTION PROJECT (27%)

Student teams will be created in class (around Week 4). The purpose of this team assignment is for your team to propose and undertake an action project. This project will require you to make use of various leadership practices discussed in the textbook. This portion of your grade has four components, detailed below.

- **Team Contract (-):** All teams will submit a team contract that outlines team member roles, team norms, communication mode and a brief plan for how they will complete the major team project deliverables. A template for this is available on D2L.

- **Team Proposal (7%):** This is where you will identify and briefly describe the action project that your team would like to undertake. This deliverable is also an internal document for your team to use to create a plan for how you will prepare and complete the major deliverables for your proposed project. Your proposed project should be clearly connected to your personal values and a clear vision. The project should also include positive impact for stakeholders. The grading rubric for the Team Project Proposal can be found on D2L and should be used as a guide for what to include in the Team Project Proposal.
- **Project Update (5%):** As noted above, in Week 13, teams will meet with the instructor in preparation for their Team Presentation (see below). To make the most of these meetings, each team will prepare and submit a Presentation Draft document that includes an outline for the presentation. Further details and grading rubric will be discussed in class and posted on D2L.
- **Team Presentation (15%):** In Week 14, each team will present their project to the class. This is the main deliverable for the team project and involves the actual design and delivery of a 10 minute long in-person presentation that explains your team's action project, activities to date and proposed activities moving forward. The audience will be your fellow classmates. Your team's ability to develop and deliver an effective presentation depends on both your knowledge of the relevant course concepts and on your skills related to communication as well as the efforts you have put into moving the project forward throughout the term. These will be graded according to the Team Presentation Rubric available on D2L. Use this grading rubric as a key guideline for preparing your team presentation.
- **Peer/Self Review (~):** After the Team Project is completed, students will complete a peer/self-evaluation which includes qualitative feedback (i.e., written comments) and quantitative ratings (i.e., numerical evaluations) of team members' contributions. While there are no marks for this exercise, there will be a penalty for failure to submit by due date. Results from this Peer/Self Review will be used to calculate individual grades for the team project in instances where contributions differed among team members or for lack of submission. See D2L for a copy of the Peer/Self Review form.

REFLECTION PAPER (20%)

The reflection paper is designed to encourage you to delve deeper into certain course topics and explore how key concepts apply to you and your experiences and goals as a leader. A thorough description of this Reflection Assignment and grading scheme will be available on D2L and should be used as a guide.

COURSE GUIDELINES & EXPECTATIONS

Assignment formatting. The School of Business uses APA 7 style for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See Camosun College citation guides: <http://camosun.ca/libguides.com/apa7>

- ☐ Where required by your instructor, submit all assignments into the D2L assignments by your last name.
- ☐ In text citations for quotes, paraphrasing, and references must be consistent with APA standards.
- ☐ Grammar, spelling, style and APA formatting, citations and referencing 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's (2021) policy at: <https://legacy.camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf>.

Acts of academic dishonesty include, but are not limited to:

- ☐ Using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words.
- ☐ Duplicating a table, graph, or diagram, in whole or in part, without referencing the source.
- ☐ Paraphrasing the ideas of another person, whether written or verbal, without referencing the source.
- ☐ Providing answers to another student in any test, examination, or take-home assignment.

- ❑ Taking any unauthorized materials into an examination or test.
- ❑ Submitting the same paper or portions thereof for more than one assignment in different courses without the instructor's permission.
- ❑ **Use of AITG (Artificial Intelligence Text Generator) without acknowledgment (i.e., submitted work should include brief description of AI tool and use in References or on Title Page).**
- ❑ **If you are uncertain or have any questions regarding academic integrity, please do not hesitate to discuss these with your instructor.**

SCHOOL OR DEPARTMENTAL INFORMATION

The School of Business is committed to promoting competence, professionalism and integrity in our students and developing their core skills to succeed throughout their academic programs and in their careers. The purpose of these guidelines is to provide clear expectations of appropriate academic conduct and to establish processes for discipline in appropriate circumstances. It is your responsibility to become familiar with the content and the consequences of academic dishonesty.

Deadlines, exams, and assignments. 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.

- a. Students registered through the [Centre for Accessible Learning \(CAL\)](#) should discuss timelines with their instructors at the beginning of each semester.
- b. 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.

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 camosun.ca/services.

Support Service	Website
Academic Advising	camosun.ca/services/academic-supports/academic-advising
Accessible Learning	camosun.ca/services/academic-supports/accessible-learning
Counselling	camosun.ca/services/health-and-wellness/counselling-centre
Career Services	camosun.ca/services/co-operative-education-and-career-services
Financial Aid and Awards	camosun.ca/registration-records/financial-aid-awards

Support Service	Website
Help Centres (Math/English/Science)	camosun.ca/services/academic-supports/help-centres
Indigenous Student Support	camosun.ca/programs-courses/iecc/indigenous-student-services
International Student Support	camosun.ca/international
Learning Skills	camosun.ca/services/academic-supports/help-centres/writing-centre-learning-skills
Library	camosun.ca/services/library
Office of Student Support	camosun.ca/services/office-student-support
Ombudsperson	camosun.ca/services/ombudsperson
Registration	camosun.ca/registration-records/registration
Technology Support	camosun.ca/services/its
Writing Centre	camosun.ca/services/academic-supports/help-centres/writing-centre-learning-skills

If you have a mental health concern, please contact Counselling to arrange an appointment as soon as possible. Counselling 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.

COLLEGE-WIDE POLICIES, PROCEDURES, REQUIREMENTS, AND STANDARDS

Academic Integrity

Students are expected to comply with all College policy regarding academic integrity; which is about honest and ethical behaviour in your education journey. The following guide is designed to help you understand your responsibilities: <https://camosun.libguides.com/academicintegrity/welcome>
Please visit <https://camosun.ca/sites/default/files/2021-05/e-1.13.pdf> for Camosun's Academic Integrity policy and details for addressing and resolving matters of academic misconduct.

Academic Accommodations for Students with Disabilities

Camosun College is committed to achieving full accessibility for persons with disabilities. Part of this commitment includes arranging appropriate academic accommodations for students with disabilities to ensure they have an equitable opportunity to participate in all of their academic activities. If you are a student with a documented disability and think you may need accommodations, you are strongly encouraged to contact the Centre for Accessible Learning (CAL) and register as early as possible. Please visit the CAL website for more information about the process of registering with CAL, including important deadlines: <https://camosun.ca/cal>

Academic Progress

Please visit <https://camosun.ca/sites/default/files/2023-02/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 <https://camosun.ca/sites/default/files/2021-05/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <https://camosun.ca/registration-records/tuition-fees#deadlines>.

Grading Policy

Please visit <https://camosun.ca/sites/default/files/2021-05/e-1.5.pdf> for further details about grading.

Grade Review and Appeals

Please visit <https://camosun.ca/sites/default/files/2021-05/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 (see [Medical/Compassionate Withdrawals policy](#)). Please visit <https://camosun.ca/services/forms#medical> to learn more about the process involved in a medical/compassionate withdrawal.

Sexual Violence

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 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 Policy: <https://camosun.ca/sites/default/files/2021-05/e-2.9.pdf> and camosun.ca/services/sexual-violence-support-and-education.

To contact the Office of Student Support: oss@camosun.ca or by phone: 250-370-3046 or 250-370-3841

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 that 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 <https://camosun.ca/sites/default/files/2021-05/e-2.5.pdf> to understand the College's expectations of academic integrity and student behavioural conduct.

Looking for other policies?

The full suite of College policies and directives can be found here: <https://camosun.ca/about/camosun-college-policies-and-directives>

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.