

**GBUS 870**  
**Leadership: Theory and Practice**  
**Spring 2020 Course Outline (Draft)**  
Updated April 9, 2020

**Session Dates:**

Introductory session (optional): Tuesday, April 14, noon to 1PM. Zoom.

Begin course readings in late-April 2020

Classes: June 11, 12, 13 and June 19 and 20

8:30AM to 4:30PM

Remote instruction

Instructor: Sean Tucker

Office: Education Building, Room ED 524.9

Office Hours: By appointment

Phone: 337-3244 (Office)

Email: UR Courses email

**Overview of Course:**

In the first part of this course, students will learn about several popular leadership theories through a selection of related readings, self-reflection, and critical analysis of contemporary leaders and events. During the class portion of the course, which will be delivered on-line, we will review research related to the application of various leadership theories and examine the practice of leadership through the experiences of guest speakers. Working in small groups, students will assess leadership in times of crisis. Students can expect a relatively heavy reading load in the course and be prepared to begin course work in late April 2020.

**Special Needs:**

If there is any student in this course who, because of a disability, may have a need for accommodation, please contact the Coordinator of Special Needs Services at 585-4631, as well as discussing the accommodation with me.

**Required Readings:**

1. Excerpts from articles posted on UR Courses.
2. Carlin, J. (2008). *Playing the Enemy: Nelson Mandela and the Game That Made a Nation*. Penguin Press. [Available at the U of R Bookstore or an on-line retailer of new and used books]
3. Northouse, P.G. (2018). *Leadership: Theory and Practice* (Eighth edition). Sage. [Available at the U of R Bookstore or an on-line retailer of new and used books]

## Course Assessment

Component	Due date	Percentage of final grade
Assignment 1	May 13	20%
Discussion questions (Discussion topics 1-4)	May 13	5%
Assignment 2	June 8	20%
Discussion questions (Discussion topics 5-8)	June 8	5%
Assignment 3	June 13	10%
Class participation	June 11, 12, 13, 19, 20	5%
Group project	June 20	10%
Take home final exam	June 20-22	25%

### Assignment 1 (20%) – Wednesday, May 13

Please read the two articles about Greta Thunberg listed under Topic 3 (Alter, Haynes and Worland, 2019 & Rodrick, 2020) and respond to these questions:

1. How well does Northouse’s (2018) definition of leadership (Topic 1) explain Thunberg’s influence and the so-called “Greta effect”? (~500 words)
2. Evaluate the *process* of Thunberg’s leadership in terms of ethical and authentic leadership (Topic 3). Please briefly define each of these theories (Northouse, 2018) and marshal relevant examples and, where appropriate, use direct quotes from the two assigned articles to support your analysis. (~1,000 words)

### Assignment 2 (20%) – Monday, June 8

Please read Ibarra (2015), Lee et al. (2017), and the assigned chapters in Northouse (2018), *and then* read the book “Playing with the Enemy” (Carlin, 2008). In no more than 2,000 words, please respond to these questions marshalling relevant examples and quotes from Carlin’s book to support your assessment:

1. What influence tactics (Lee et al., 2017) does Mandela use? Why is Mandela’s approach to influencing others so effective? (~750 words)
2. Is Mandela a “true-to-selfer” or “chameleon” (Ibarra, 2015)? (~750 words)
3. Based on Carlin’s description of Mandela, what leadership theory (Northouse, 2018) covered in GBUS 870 best fits Mandela’s approach to leadership? (~500 words)

## **Assignment 3 (10%) – Saturday, June 13 (beginning of class)**

James Comey's op-ed in the *New York Times* (Topic 4) offers a blunt assessment of the role of followership, character, and morality in leadership. Comey writes: "Accomplished people lacking inner strength can't resist the compromises necessary to survive Mr. Trump and that adds up to something they will never recover from. It takes character like Mr. Mattis's to avoid the damage, because Mr. Trump eats your soul in small bites."

How would Comey respond to Northouse's discussion of "followership" (Topic 7)? Does Northouse provide sufficient guidance to "followers" of "leaders" like President Donald Trump? What additional advice would you give to followers?

### **Assignment format and grading**

Written submissions must be double-spaced and apply 12 point font. Seventy percent of each assignment grade will be related to the quality of the analysis and 30% to referencing and the quality of writing (i.e., structure, grammar, logical flow). Assignments should be emailed to the instructor via UR Courses email on or before the assignment due date. **Please do not include your name anywhere on your assignments, rather use your University of Regina student number to identify your assignments.**

### **Group Project (10%) – Saturday, June 20**

Students will be assigned to groups and tasked with developing a practical leadership training intervention that addresses the challenges faced by a contemporary organization. Proposals will be presented in class (there is no written submission for this assignment) and should include, at a minimum, a problem statement, a concise and focused review of the relevant leadership research literature, detailed description of the leadership intervention and how its effectiveness will be evaluated, and limitations of the proposed intervention. Presentations will follow in class on Saturday, June 20th and should be no longer than 20 minutes each.

### **Class Participation (5%) – June 11, 12, 13, 19, 20**

Class participation is based on the degree to which your comments and insights enrich the learning experience of the class. Contribution marks for comments and insights are earned by:

- Making observations that integrate concepts and discussions.
- Citing relevant personal examples.
- Asking key questions that lead to revealing discussions.
- Engaging in devil's advocacy: disagreeing with the instructor and other students when the difference of opinion serves as both counterpoint and a way of exploring all sides of a concept, issue, or practice.
- Working with others to come to a common understanding of the topics – in and out of the classroom.
- Participating enthusiastically in classroom group activities and group discussions.
- Listening open-mindedly and responding to what others say.

Contribution marks will be allocated in the following manner:

*Exceeds Expectations*

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9-10 Students in this category provide leadership in and out of the classroom and work toward enhancing the interpersonal dynamics of the class. Rather than dominating the setting, they act as facilitators, bringing others into the discussion.

### *Meets Expectations*

7-8 Students show an active interest in class activities and participate actively in classroom discussions; regularly make insightful comments which help others to understand the course material; act as positive group role models, etc.

### *Does not Meet Expectations*

6 Students attend class regularly but only occasionally contribute to the classroom experience.

< 5 Students fail to contribute in any of these ways.

Your presence will make a big difference to the dynamics of the class, the in-class activities, and the degree of learning that occurs. Therefore, students are expected to come to class on time, stay for the whole class, and make a positive contribution while present. Students are expected to log into UR Courses regularly to check for e-mails or any course-related announcements.

## **Discussion questions (10%) – May 13 and June 8**

Please submit, in writing, one question based on each of the assigned readings denoted by an asterisk (\*). These questions will be used to generate class discussion and should be related to interesting aspects of a reading while integrating ideas and concepts from other readings. Discussion questions must be submitted via UR Courses email.

## **Take Home Final Exam (25%): Saturday, June 20 to Monday, June 22**

The exam will consist of 4-6 questions with strict word limits for each response (approximately 200-500 words each). Students should spend no more than four hours writing the exam and the exam must be completed individually. More information about the coverage and format of the final exam will be provided during the week of class.

## **Academic Integrity:**

“Assignments, tests, and examinations are designed for students to show the instructor how well they have mastered the course material. When the instructor evaluates the student's work, it must therefore be clear which ideas and words are the student's own. The general principles of academic integrity for students doing course work are that they are to do their own original, individual work, unless told otherwise by the course instructor, and are to give credit for other people's ideas or words. Students should be aware that while collaborative or group work on assignments may be encouraged in some disciplines, it is not acceptable in others. Discussion of ideas with faculty and other students (that is, intellectual debate) is both allowable and important, provided that credit is given in written work for ideas that are not one's own. Group study (as distinct from group work on an assignment that is to be graded) is likewise permissible unless explicitly forbidden by the instructor.”

“Acts of academic dishonesty or misconduct include acts which contravene the general principles described in section 2.1.2, above. In this section, some of these acts are described. Others which are not explicitly

described here may also be considered academic misconduct. All forms of academic misconduct are considered serious offences within the University community.

## **Cheating**

Cheating constitutes academic misconduct. Cheating is dishonest behaviour (or the attempt to behave dishonestly), usually in tests or examinations. It includes:

1. unless explicitly authorized by the course instructor or examiner, using books, notes, diagrams, electronic devices, or any other aids during an examination, either in the examination room itself or when permitted to leave temporarily;
2. copying from the work of other students;
3. communicating with others during an examination to give or receive information, either in the examination room or outside it;
4. consulting others on a take-home examination (unless authorized by the course instructor);
5. commissioning or allowing another person to write an examination on one's behalf;
6. not following the rules of an examination;
7. using for personal advantage, or communicating to other students, advance knowledge of the content of an examination (for example, if permitted to write an examination early);
8. altering answers on an assignment or examination that has been returned;
9. taking an examination out of the examination room if this has been forbidden.

## **Plagiarism**

Plagiarism is a form of academic dishonesty in which one person submits or presents the work of another person as his or her own, whether from intent to deceive, lack of understanding, or carelessness. Unless the course instructor states otherwise, it is allowable and expected that students will examine and refer to the ideas of others, but these ideas must be incorporated into the student's own analysis and must be clearly acknowledged through footnotes, endnotes, or other practices accepted by the academic community.

Students' use of others' expression of ideas, whether quoted verbatim or paraphrased, must also be clearly acknowledged according to acceptable academic practice. It is the responsibility of each student to learn what constitutes acceptable academic practice. Plagiarism includes the following practices:

1. not acknowledging an author or other source for one or more phrases, sentences, thoughts, code, formulae, or arguments incorporated in written work, software, or other assignments (substantial plagiarism);
2. presenting the whole or substantial portions of another person's paper, report, piece of software, etc. as an assignment for credit, even if that paper or other work is cited as a source in the accompanying bibliography or list of references (complete plagiarism). This includes essays found on the Internet.

Students who are uncertain what plagiarism is should discuss their methodology with their instructors.”

Source: <https://www.uregina.ca/gradstudies/current-students/grad-calendar/policy-univ.html#conduct>. Retrieved February 20, 2018.

## Course Readings

### \* Required readings for discussion questions

#### 1. Defining Leadership

\* Northouse, P.G. 8<sup>th</sup> edition (2018). Chapter 1.

\* McAllister, C., Moss, S., Martinko, M.J. (October 29, 2019). Why likable leaders seem more effective. *Harvard Business Review*. <https://hbr.org/2019/10/why-likable-leaders-seem-more-effective>

#### 2. Leader-Member Exchange and Servant Leadership

\* Northouse, P.G. 8<sup>th</sup> edition (2018). Chapters 7 & 10.

\* Eva, N., Robin, M., Sendjaya, S., van Dierendonck, D., & Liden, R. C. (2019). Servant leadership: A systematic review and call for future research. *The Leadership Quarterly*, 30(1), 111-117 (stop at “research design”).

#### 3. Authentic and Ethical Leadership

\* Northouse, P.G. 8<sup>th</sup> edition (2018). Chapters 9 & 13.

Alter, C., Haynes, S., Worland, J. (2019). Time Person of the Year: Greta Thunberg. <https://time.com/person-of-the-year-2019-greta-thunberg/>

Rodrick, S. (2020). Greta’s World: How one Swedish teenager armed with a homemade sign ignited a crusade and became the leader of a movement <https://www.rollingstone.com/politics/politics-features/greta-thunberg-climate-crisis-cover-965949>

\* Ibarra, H. (January 2015). The authenticity paradox. *Harvard Business Review*. [Available on-line at: <https://hbr.org/2015/01/the-authenticity-paradox>].

#### 4. Charismatic, Laissez-Faire, Transactional, and Transformational Leadership

\* Northouse, P.G. 8<sup>th</sup> edition (2018). Chapter 8.

\* Vinkenburg, C.J. van Engen, M.L., Eagly, A.H., & Johannesen-Schmidt, M.C. (2011). An exploration of stereotypical beliefs about leadership styles: Is transformational leadership a route to women's promotion? *The Leadership Quarterly*, 22, 2, pp. 10-21. [Please do not fuss about understanding the statistics in this article]

\* Comey, J. (May 1, 2019) How Trump co-opts leaders like Bill Barr. Accomplished people lacking inner strength can’t resist the compromises necessary to survive this president. *The New York Times*. <https://www.nytimes.com/2019/05/01/opinion/william-barr-testimony.html>

## 5. Indigenous Perspectives on Leadership

\* Wendy Grant-John. (no date). Beyond Politics (CPAC). Interview with Catherine Clark.

<http://www.cpac.ca/en/programs/beyond-politics/episodes/39827645>

\* Varley, L. (2016). The challenge of indigenous leadership within mainstream organizations. *Challenging Organizations and Society*, 5, 976-987. [Posted on UR Courses]

## 6. Leadership and Gender

\* Northouse, P.G. 8th edition (2018). Chapter 15.

\* Ryan, M. K., Haslam, S. A., Morgenroth, T., Rink, F., Stoker, J., & Peters, K. (2016). Getting on top of the glass cliff: Reviewing a decade of evidence, explanations, and impact. *The Leadership Quarterly*. 1-8.

\* Osler. (2019). 2019 Diversity Disclosure Practices report – Women in leadership roles at TSX-listed companies.

[https://www.osler.com/en/reports/diversity-disclosure-practices-2019?gclid=Cj0KCQiA7OnxBRCNARIsAIW53B-bFzfSkyaBPvZvtxiN7gmUhJmylkkAaXDiwVvT5VX7dJkeuFKzFrUaAn8WEALw\\_wcB](https://www.osler.com/en/reports/diversity-disclosure-practices-2019?gclid=Cj0KCQiA7OnxBRCNARIsAIW53B-bFzfSkyaBPvZvtxiN7gmUhJmylkkAaXDiwVvT5VX7dJkeuFKzFrUaAn8WEALw_wcB)

## 7. Influence Tactics and Leadership Development

\* Northouse, P.G. 8th edition (2018). Chapter 12.

Lee, S., Han, S., Cheong, M., Kim, S. L., & Yun, S. (2017). How do I get my way? A meta-analytic review of research on influence tactics. *The Leadership Quarterly*, 28(1), [Read abstract and pp. 210-215].

\* Antonaskis, J. Fenley, M., Liechti, S. (2011). Can charisma be taught? Tests of two interventions. *Academy of Management Learning & Education*, 10, 3, pp. 374-396. [Skim the introduction, understand the nature of second intervention/training workshop, and read the discussion section (pp. 388-392)].

\* Ronay, R., Oostrom, J. K., Lehmann-Willenbrock, N., Mayoral, S., & Rusch, H. (2019). *The Leadership Quarterly*, 30(6), [skim article with a focus on understanding the study methods and main findings].

## 8. Controversies in Leadership

\* Pfeffer, J. (2015). Leadership BS. Sage. Introduction. [Posted on UR Courses]

\* Rothman, J. (February 29, 2016). Shut up and sit down: Why the leadership industry rules. *The New Yorker*. <http://www.newyorker.com/magazine/2016/02/29/our-dangerous-leadership-obsession>

\* Alvesson, M., & Einola, K. (2019). Warning for excessive positivity: Authentic leadership and other traps in leadership studies. *The Leadership Quarterly*, 30(4), 383-395.

## 9. Group Project - Leadership During Crisis