

Syllabus for APS 1501H1F – Leadership and Leading for Groups and Organizations

APS1501 reflects the Faculty's commitment to promoting the development of leading and leadership competencies in the Engineering student. This course covers a wide range of topics from enhancing self-leadership, to setting strategic direction, to implementing change in a business enterprise. The concepts presented will be useful for aspiring leaders of large, small, for profit, and not-for-profit organizations. The course will consist of lectures, group discussions, weekly written assignments, a group project, and a final paper. Students will learn the skills, character attributes, and behavioural capabilities to prepare them to lead effectively themselves and others; and will discuss thinking effectively, leadership styles, leading versus managing, progression from aspiring leadership to higher performance leadership and other comparators as a means of further understanding the challenges of role model leading. Finally and importantly, a framework for understanding the role and work of leading the business organization will be discussed in terms of high performance work systems such as teaming, organizational culture, organizational design, a change process, decision making.

Chief Instructor

Professor David Colcleugh, Faculty of Applied Science and Engineering:
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Availability: Fridays and Saturdays by appointment

Registration Assistant

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Teaching Assistant (TA)

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Course Website on Blackboard

Required Readings

Course readings and reflection questions will be posted on the course website. The readings will be provided on some weeks, not all and are meant to enhance class discussions and reflection questions, and will be discussed in class as a source of learning. These readings are excerpts from the manuscript of a book under development.

Late Assignment Policy and Requesting Extensions

No exceptions will be made for late assignments; however, you may approach the Instructor and TA in advance of the deadline if extensions are needed due to situations such as family emergencies, illness, and other situations out of your control. Assignments handed in late will have 10% per day deducted from the mark.

Students with Special Needs

Please approach the Instructor to discuss.

Marking Scheme

Participation and Attendance: 20%
Reflection Questions: 30%

CEO Panel Reflection: 20%

Final Paper: 30%

Participation in Lectures and Tutorial Discussions - 20%

Your active participation in large and small groups is necessary for the course to be a meaningful experience; it will also be evaluated based on your interaction at each lecture and tutorial group discussion (TGD) where attendance is taken.

The primary objective of the TGD is to reflect on course material in more depth through small group and class discussions. It is hoped that the diversity of thought from across the class will spark new views on leadership and enhance the learning experience from the lectures. Furthermore the discussions are intended to help students familiarize themselves with one another, as well as with the Instructor and TA. The general format will be as follows:

- At most classes, the students will form groups upon arrival at the class at 9:10 a.m. The group should assign a Chair to facilitate their discussion to ensure each member has the opportunity to talk about their own ideas, thoughts and experience.
- For the second half of the hour given to the TGD, the TA will facilitate an open class discussion to further delve into the subject or clarify issues of interest

Reflection Questions - 30% (4 in total)

Reflection questions offer an opportunity to reflect on topics and concepts covered in the course and to explore your own leadership ideas and development. A question will be assigned, on selected weeks, at the end of class. Reflection questions must be electronically submitted through Blackboard by the beginning of the following lecture (i.e.9:00 a.m.). They will not be accepted after this time. Entries should not exceed 250 words in length. The TA will provide feedback on your work through Blackboard within two weeks of submission.

CEO Panel Reflection – 20%

On **Monday, October 28th**, there will be a unique learning opportunity to gain further insight and competence in the craft of leadership of groups and organizations by connecting ideas of practicing leaders with the teaching concepts of the course. Specifically, 4-5 leaders with diverse backgrounds and different leadership styles will be invited to speak on a 1-hour panel moderated by the course staff. This will be followed by a “World Café” session where the leaders will be engaged in small group discussions running concurrently. Students will be free to network and “move” from one leader to another for approximately 1.5 hours.

Prior to this event, each student must come up with *at least one thoughtful question to ask at least one leader*. A reflection (maximum 500 words) must then be written, printed and handed in at the beginning of the lecture on **Saturday, November 9th**. In this paper, the student should describe the question, and explain why s/he came up with it (with respect to his/her personal development) and why it was important to seek an answer. S/he should list the leader(s) they conversed with and summarize their response(s). Finally, each student should reflect on the value of the “wisdom” given (whether it resonates or not) based on their own experience and style.

Some important notes:

- Attendance is mandatory.
- The dress code for this special event is business casual.
- Light snacks and refreshments may be served.

Final Paper – 30% (Final Reflection)

The final presentation is an opportunity to pull together course content, the information from the panel interview and the student’s own reflection and experience. Each student will submit a printed copy of a paper (3-5 pages, double spaced, maximum 1500 words) due at the

beginning of lecture on **Saturday December 7th**. The paper will describe the student's vision, demonstrate a clear understanding of leadership, describe specifically his or her development as a role model leader, and how he or she can positively influence others to help achieve his or her goals..

The instructor will grade the final paper which will be marked based upon the following criteria:

- Quality of written communication
- Understanding of course content
- Clarity and thoroughness of the definition of role model leadership
- Clarity of the definition of desired changes
- Quality of the logic supporting this definition of change
- Quality of the plan to become a role model leader and have a positive influence on others
- Persuasiveness of the arguments that the plan will succeed

Outline

Please note that this is a preliminary outline for the semester. The schedule may shift to account for heightened interest in certain topics and scheduling reasons. Lectures are 9:10 a.m. to 12:00 noon on Saturdays. On selected Saturdays 9:10 a.m. to 12:00 noon, Group Discussions may be held to cover selected topics from a previous lecture.

DATE	Lecture #	COURSE MATERIAL
Sept. 7	1: Introduction	Introduction to Course, Staff and Students
Sept. 14	2: Meaning of Leadership – Everyone a Leader	Tutorial #1: Values Reading #1 – Three leaders: Discussion
Sept. 21	3: Defining Leadership – Leading vs. Managing	
Sept. 28	4: Leadership Activity – Learning Frameworks	Reading #2 - Developmental leadership: Discussion
Oct. 5	5: Leading self - Thinking Effectively	Reflection Question #1 due at start of class (submit online)
Oct. 12	No Class	Thanksgiving Weekend
Oct. 19	6: Leadership Skills	Tutorial #2: Thinking Effectively Reflection Question #2 due at start of class (submit online)
Oct. 26	7: Character Attributes; Behaviour Motivation	Reading #3 – Purposeful Behaviour: Discussion
Oct 28	CEO Panel	Time and location TBA

Nov. 2	8: Behaviour: Leadership Styles	Reading #4 – Organizational Culture: Discussion
Nov. 9	9: High Performance Business Organizations; Sustainable Growth; High-performance Work Systems	CEO Panel Reflection Question due at start of class
Nov. 16	10: Stakeholder Service; Viable Organizational Design: Viability, Vitality, Virtue	Tutorial #3: Changing Things Reflection Question #3 due at start of class (submit online)
Nov. 23	11: Viability; Change Process; Viable Organizational Design	
Nov. 30	12: Vitality; Culture	Reflection Question #4 due at start of class (submit online)
Dec. 6	13: Virtue: Decision-making	Tutorial #4: Ethical Decision Making Final Paper Due at start of class