

**GBDA 204: Applied Leadership and Management**  
University of Waterloo – Stratford  
Global Business and Digital Arts  
**Winter 2014 – Section 1**

**Instructor:** Zhaleh Semnani-Azad, [zsemnani@uwaterloo.ca](mailto:zsemnani@uwaterloo.ca)  
Office Hours: PAS 4229, By appointment

**Project Assistants:** Samaa EL-Sayed ([s2elsaye@uwaterloo.ca](mailto:s2elsaye@uwaterloo.ca)), Office Hours:  
Jing Jing ([j4jing@uwaterloo.ca](mailto:j4jing@uwaterloo.ca)), Office Hours:

**Time and Location:** Mondays 2:30 pm-5:20 pm, HH1102

**Course Overview:** Leadership pertains to a person's ability to manage, effectively communicate, and influence people towards an objective or goal. This course draws attention to the fundamental principles of strategic planning and provides students with an understanding of the necessary people skills required to effectively lead and manage others at work. Students will improve their leadership skills through readings, experiential exercises, feedback, and self-reflection. Students will develop skills such as active listening, conflict management, feedback and facilitation, team-building, non-routine problem solving in group settings, and decision-making.

**Objectives**

- Apply theory to analyze your own skills and experiences working in teams
- Learn best practices for managing and leading teams
- Develop leadership skills through self-reflection and on-going feedback
- Learn theories of leadership

**Materials:** Weekly slides, course materials and announcements are posted on LEARN  
\$50 fee for experiential exercises  
Purchase of iClicker

Optional Text: Whetten, D. A., & Cameron, K. S. (2010). *Developing management skills*. 8<sup>th</sup> ed. Pearson Education

Articles on LEARN:

1. Hogan, R., & Warrenfeltz, R. (2003). Educating the modern manager. *Academy of Management Learning & Education*, 2(1), 74-84.
2. House, R. J. (1996). Path-goal theory of leadership: Lessons, legacy, and a reformulated theory. *The Leadership Quarterly*, 7(3), 323-352.
3. Walter, F., Humphrey, R. H., & Cole, M. S. (2012). Unleashing leadership potential: Toward an evidence-based management of emotional intelligence. *Organizational Dynamics*, 41(3), 212-219.
4. Latham, G. P. (2004). The motivational benefits of goal-setting. *The Academy of Management Executive*, 18(4), 126-129.
5. Cialdini, R. B. (2001). Harnessing the science of persuasion. *Harvard Business Review*, 79(9), 72-81.
6. Thompson, L., & Leonardelli, G. J. (2004). The big bang: The evolution of negotiation research. *The Academy of Management Executive*, 18(3), 113-117.
7. DeNisi, A. S., & Kluger, A. N. (2000). Feedback effectiveness: can 360-degree appraisals be improved?. *The Academy of Management Executive*, 14(1), 129-139.

8. Bazerman, M. H., & Chugh, D. (2006). Decisions without blinders. *Harvard business review*, 84(1), 88-97.
9. Collins, J. C., & Porras, J. I. (1996). Building your company's vision. *Harvard business review*, 74(5), 65.

### Requirements and Evaluation:

Assessment	Description	Due Date	%
Weekly Quiz (individual)	5 multiple choice questions based on previous week's lecture. 10 quiz marks will be included in final grade. <i>Each quiz is worth 0.5%</i>	Beginning of class	5
Self-reflection (individual)	1-page self-reflection ( <i>double-spaced, 1-inch margin, Times New Roman, size 12</i> ). 10 papers will be included in final grade. <i>Each self-reflection is worth 2.5%</i>  Print two copies - keep a second copy as a guide for the lab simulations.  The self-reflection should include: <ol style="list-style-type: none"> <li>1) <i>Skills assessment</i>, candid assessment of your current strengths and weaknesses as a leader</li> <li>2) <i>Action Plan</i>, a plan to improve specific areas of your leadership abilities.</li> <li>3) Incorporation of lecture and team feedback to evaluate skill development</li> </ol>	Beginning of class, before the weekly quiz.	25
Team Assignments	Assignment 1: Motivation (10%) Assignment 2: Qualitative Team Feedback (5%) Assignment 3: Team building case analysis (10%)	10 pm Mondays	25
Team Leader Evaluations	Complete online team leader evaluation	10 pm Tuesdays	5
Final Exam (individual)	80 multiple choice questions	TBA	40

### Course Outline

Wk	Date	Topics	Readings	Required Actions	Lab Activity
1	Jan 6	Course overview and self-awareness	Ch1: Self-awareness  Hogan, R., & Warrenfeltz, R. (2003). <i>Educating the modern manager</i>	Diagnostic survey	Dyadic activity: Healing
2	Jan 13	Leadership styles	Northouse: Ch1  House, R. (1996) Path-goal theory of leadership: Lessons, legacy, and a reformulated theory	<i>Team leader evaluation 1</i>  Team contract	C-Suite

3	Jan 20	Communication and relationship building	Ch4: Building Relationships by Communicating Supportively  Walter, F., Humphrey, R. H., & Cole, M. S. (2012). Unleashing leadership potential	<i>Team leader evaluation 2</i>	Lost in Translation
4	Jan 27	Problem solving	Ch3: Solving Problems Analytically and Creatively	<i>Team leader evaluation 3</i>	Windy City Theatre
5	Feb 3	Motivation and goal setting	Ch6: Motivating others  Latham (2004). The motivational benefits of goal setting.	<b>Submit Team Assignment 1: Motivation (10%)</b>  <i>Team leader evaluation 4</i>	Team assignment: motivating others
6	Feb 10	Feedback and delegation	Ch8: Empowering and delegating  Dinisi & Kluger Feedback effectiveness: Can 360-degree appraisals be improved?	<i>Team leader evaluation 5&amp;1</i>	Performance Interview
7	Feb 17	<b>READING WEEK</b>	<b>Qualitative Feedback Exercise</b>		
8	Feb 24	Influence and persuasion	Ch5: Power & influence  Cialdini, R. B. (2001). Harnessing the science of persuasion	<b>Submit Team Assignment 2: Qualitative Team Feedback (5%)</b>	Salary Negotiation
9	Mar 3	Conflict management and negotiation	Ch7: Managing conflict  Thompson, L. & Leonardelli, G. (2004). The big bang: The evolution of negotiation research.	<i>Team leader evaluation 2&amp;3</i>	H&G Household Goods
10	Mar 10	Team leadership and decision-making	Northouse: Ch12  Bazerman & Chugh (2006). Decisions without blinders.  Collins, J & Porras, J. (1996). Building your company vision.	<i>Team leader evaluation 4</i>	Endowed Chair

11	Mar 17	Team building	Ch9: Team building	<b>Submit Team Assignment 3: Team building case analysis (10%)</b>  <i>Team leader evaluation 5</i>	Team building case analysis
12	Mar 24	Leadership in organizations	Guest Lecture	Team Assessment and Effectiveness	N/A
13	Mar 31	Course wrap-up	Review for final exam	Team Assessment and Effectiveness	Dyadic activity: Towers Market

### University Notes

**Academic Integrity:** In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility. See the UWaterloo Academic Integrity Webpage (<https://uwaterloo.ca/academic-integrity/>) and the Arts Academic Integrity Office Webpage (<http://arts.uwaterloo.ca/current-undergraduates/academic-responsibility>) for more information.

**Discipline:** A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students should refer to Policy 71 - Student Discipline, <http://www.adm.uwaterloo.ca/infosec/Policies/policy71.htm>

**Grievance:** A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read Policy 70 - Student Petitions and Grievances, Section 4, <http://www.adm.uwaterloo.ca/infosec/Policies/policy70.htm>

**Appeals:** A student may appeal the finding and/or penalty in a decision made under Policy 70 - Student Petitions and Grievances (other than regarding a petition) or Policy 71 - Student Discipline if a ground for an appeal can be established. Read Policy 72 - Student Appeals, <http://www.adm.uwaterloo.ca/infosec/Policies/policy72.htm>

**Note for students with disabilities:** The Office for Persons with Disabilities (OPD), located in Needles Hall, Room 1132, collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the OPD at the beginning of each academic term.