

SOC SCI 2LC3E (Winter 2022) Leadership & Communication in the Not for Profit Sector

Course information :

- Classes will be a blend of virtual classes, online and Face to Face – Class is Wednesday of each week (face to face will start February 7th –(subject to change)
- Instructor: Valerie Sadler, M.Ed.
- Office: KTH 208 and Virtual
- Office hours: Virtual (by appointment) or KTH208 for F2F classes
- Email: sadler@mcmaster.ca

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Course Overview

Course Description:

This course will help students understand and apply:

- the nature of leadership and its applications in not-for-profit organizations
- leadership competencies and how they can be effectively developed and utilized
- the effectiveness of teams
- ways to build an effective internal and external communication strategy
- the exploration of personal leadership styles and areas for potential growth
- characteristics of effective leaders and core leadership competencies

Learning is enabled using a combination of class preparation, in-class lectures, case analysis, independent study, and group study.

Course Objectives:

- 1) To provide students with an understanding of their own personal leadership style
- 2) To provide students with an understanding of the theories of leadership; how and when various styles are used

- 3) To help students critically analyze the impact of communication within a leadership context
- 4) To evaluate strategies to improve leadership and communication within a not for profit sector
- 5) To provide students with an understanding of leadership structures within a local not for profit agency

Course Format

Information will be presented through lectures, case study analyses and discussion.

Required Texts:

There is no required text for this course.

Additional Suggested Readings:

All class required readings will be posted on Avenue/Content.

Course Requirements/Assignments

Requirements Overview and Deadlines

1. Leadership in the News – 20% - Due February 9th
2. Theories of Leadership – 10% (Due anytime during course up to March 2nd)
3. REEL Leadership Assignment – Online Film Review/Discussion – 15% - March 9th
4. Group Assignment Presentation/Report – 35% - April 6th
5. Final Exam – 20%

Assignment Submission and Grading

Form and Style

Written assignments must be typed and double-spaced and submitted with a front page containing the title, student's name, student number, and the date. Number all pages (except title page).

Courses with an on-line element

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

Online Proctoring

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

Privacy Protection

In accordance with regulations set out by the Freedom of Information and Privacy Protection Act, the University will not allow return of graded materials by placing them in boxes in departmental offices or classrooms so that students may retrieve their papers themselves; tests and assignments must be returned directly to the student. Similarly, grades for assignments for courses may only be posted using the last 5 digits of the student number as the identifying data. The following possibilities exist for return of graded materials:

- 1) Submit/grade/return papers electronically.
- 2) Return of materials to students during office hours;
- 3) Students attach a stamped, self-addressed envelope with assignments for return by mail;
- 4) Submit/grade/return papers electronically.

Arrangements for the return of assignments from the options above will be finalized during the first class.

Extreme Circumstances

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

Student Responsibilities

- Students are expected to contribute to the creation of a respectful and constructive learning environment. Students should read material in preparation for class, attend class on time and remain for the full duration of the class. A formal break will be provided in the middle of each class, students are to return from the break on time.
- In the past, student and faculty have found that non-course related use of laptop computers and hand-held electronic devices during class to be distracting and at times disruptive. Consequently, during class students are expected to only use such devices for taking notes and other activities directly related to the lecture or class activity taking place.
- Please check with the instructor before using any audio or video recording devices in the classroom.

Academic Integrity

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.** Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university. It is your responsibility to understand what constitutes academic dishonesty. For

information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-proceduresguidelines/), located at <https://secretariat.mcmaster.ca/university-policies-proceduresguidelines/>

The following illustrates only three forms of academic dishonesty:

- Plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- Improper collaboration in group work.
- Copying or using unauthorized aids in tests and examinations.

Academic Accommodation of Students with Disabilities

Students with disabilities who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca for further information, consult McMaster University's [Academic Accommodation of Students with Disabilities](#) policy.

Religious, Indigenous and Spiritual Observances (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students requiring a RISO accommodation should submit their request to their Faculty Office normally within 10 working days of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

Please review the [RISO information for students in the Faculty of Social Sciences](#) about how to request accommodation.

E-mail Communication Policy

Effective September 1, 2010, it is the policy of the Faculty of Social Sciences that all e-mail communication sent from students to instructors (including TAs), and from students to staff, must originate from the student's own McMaster University e-mail account. This policy protects confidentiality and confirms the identity of the student. It is the student's responsibility to ensure that communication is sent to the university from a McMaster account. If an instructor becomes aware that a communication has come from an alternate address, they may not reply.

McMaster Student Absence Form (MSAF)

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "Requests for Relief for Missed Academic Term Work".

Conduct Expectations

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the Code of Student Rights & Responsibilities (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, whether in person or online. It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely

affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

Copyright and Recording

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

Course Weekly Topics and Readings

Date	Topic *	Due Dates
January 12	Introduction to SOC SCI 2LC3E <ul style="list-style-type: none"> • Course Overview • Expectations Exploring the Leadership Concept <ul style="list-style-type: none"> • Models of Leadership • Identifying Leadership Core Competencies 	
January 19	Research Perspectives on Leadership <ul style="list-style-type: none"> • Leadership and Human Behaviour • Models of Leadership (cont'd) • Emotional Intelligence • Leadership Attributes 	Theory of Leadership 10% - submit anytime now until March 2nd
January 26	<ul style="list-style-type: none"> • Multiple Intelligences • Time Management • Strengths Based Leadership • Authentic Leadership 	
February 2	The Personal Side of Leadership <ul style="list-style-type: none"> • Leading vs. Managing • Leadership and Trust • Leadership and FOCUS 	
February 9	Elements of Effective Communication Essentials of Effective Communication Communication Tools	Leadership In the News 20%

	Barriers to Communication Internal Communication Active Listening	
February 16	The Significance of Mission, Vision and Values <ul style="list-style-type: none"> • Community Leadership (Guest Speaker) Leading through Legislation 	
February 23	<ul style="list-style-type: none"> • MID-TERM READING WEEK 	
March 2	Leader as a Relationship Builder Leadership Communication Leading Teams Leadership Power and Influence Developing Leadership Diversity	Last Day to submit Theme or Theory of Leadership
March 9	The Leader as Social Architect <ul style="list-style-type: none"> • Creating Vision and Strategic Direction • Shaping Culture and Values • Leading Change 	
March 16	REEL Leadership Examine leadership through the use of a film – online discussion (must follow participation criteria to earn marks)	15%
March 23	<ul style="list-style-type: none"> • Organizational Behaviour • Ethical Leadership 	
March 30	Out in the Community – Connecting with Your Agency/Leader	
April 6th	Group Presentations – Full Class Participation- ZOOM PRESENTATIONS – (book a time slot with me from December 8th-10th)	35%
	Final Exam – TBD	20%

*The instructor reserves the right to modify elements of the course during the term.

Authenticity/Plagiarism Detection

In Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their

work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty. Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity