

DISCLAIMER: This course outline is only a sample and is subject to change. Course materials, assignments, dates, and weighting will vary depending on delivery format and instructor.

Territory Acknowledgement

We acknowledge and respect the lək'wəŋən peoples on whose traditional territory the university stands and the Songhees, Esquimalt and W̱SÁNEĆ peoples whose historical relationships with the land continue to this day.

Strategic Leadership

BMBA 410

Course Description

The objective of this course is to create an awareness of what constitutes the process of leadership, and the skills needed to effectively lead in a complex and constantly changing environment. This course is competency based, and emphasizes five essential elements:

- taking charge
- strategic visioning
- communications
- teamwork
- integrity

A variety of approaches are used in the delivery of the course. Selected movies bring to life in the classroom different leaders from a variety of backgrounds. In addition to discussing these leaders, short lectures develop in more depth the elements of leadership. Role-playing and other experiential exercises demonstrate some of the skills that are required to lead effectively.

Learning Outcomes

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

- Acquire a variety of perspectives of what constitutes leadership in the opinion of a number of scholars and practitioners
- Use a competency approach to transformational leadership stressing taking charge strategic visioning, team building, inspiring and integrity
- Understand the difference between leadership and management but emphasizing the need for both
- Through the use of selected articles, video links, movies, and self-reflection gain practical experience in solving leadership challenges

Resources

BMBA 410 uses online resources and a textbook to introduce the field of strategic leadership and encourage interaction between you and your instructor and classmates. This course also requires the viewing of several movies which can be viewed online via UVic's Criterion streaming platform.

The textbook used in this course is:

HBR's 10 Must Reads on Leadership (2011), PDF textbook. E-text may be available through UVic's McPherson Library, in addition to being available for purchase through the UVic Bookstore.

Schedule

This course is divided into 12 units with four primary sections:

Units	Topics
Unit 1	The Context of Leadership
Unit 2	The Structural Frame Sense-Making
Unit 3	Human Resource Frame Sense-Making
Unit 4	Political Frame Sense-Making
Unit 5	Symbolic Frame Sense-Making
Unit 6	Improving Leadership Practice Relating
Unit 7	Transformational Leadership Relating
Unit 8	Authenticity, Culture, and Leadership Relating
Unit 9	Servant Leadership Visioning & Inspiring
Unit 10	Communicating in Context Visioning & Inspiring
Unit 11	Inventing your Future Inventing
Unit 12	Leading Diverse Organizations Inventing

**Submissions are due on the day of the week that corresponds to the day of your class.*

Discussions

Using Online Forums, you will participate in discussions, post questions and comments on a range of topics.

Units	Topics
Week 1	1.1 Self Introduction 1.2 Reflection on Leadership
Week 2	2.1 Self Assessment – Bolman & Deal's Leadership Orientation
Week 3	3.1 The Best Workplace on Earth
Week 4	4.1 TED Talk – Tribal Leadership
Week 5	5.1 TED Talk – Lead Like the Great Conductors
Week 6	6.1 Crucibles of Leadership
Week 8	8.1 Culture and Leadership
Week 11	11.1 TED Talk – What it Takes to be a Great Leader
Week 12	12.1 Final Leadership Discussion Post

Evaluation

Assignment	Due Date	Mark
Movie Analysis 1	Sunday, Week 5	20%
Movie Analysis 2	Sunday, Week 11	20%
Leadership Interview	Sunday, Week 13	30%
Positive Participation	Ongoing	30%
Total		100%

Assignments

Assignment 1 | Movie Analysis 1 *(Individual assignment)*

Grade: 20% of final grade

Length: 1500 words double spaced APA style

Objective: The movie analysis will be used to explore the concepts of leadership from different perspectives and academic models. At this point you should shift your lens to deductive analysis and directly apply the leadership concepts covered in BMBA 410. With the growing repertoire of ideas introduced, your 'toolkit' is becoming more robust so it will be important to cite your sources. The grade for this submission will be based on the application of the course concepts so be sure to make them explicit.

Assignment 2 | Movie Analysis 2 *(Complete as an individual or in pairs)*

Grade: 20% of final grade

Length: 1500 words double spaced APA style

Objective: Building from the previous movie analysis, please continue with a deductive approach and directly apply the leadership concepts and theories covered in BMBA 410. As you now have a robust 'toolkit' of course concepts it will be important to make direct linkages. The grade for this submission is based on the application of the course concepts so be sure to make them explicit.

Assignment 3 | Leadership Interview *(Complete as an individual or in pairs)*

Grade: 30% of final grade

Length: less than 3000 words double spaced APA style

Objective: The objective of this assignment is to study a leader to identify how they are guided by their dominant frames, and how these frames help and/or hinder their success. Each group (max of 2 students) will need to interview one leader about their approach to leadership. These may be leaders of work organizations, volunteer associations, sports teams, or community groups. The key is that you find a leader you know and admire!

Positive Participation

A core component of this course is participation. Your success in this requires a willingness to engage with the material, challenge your own perceptions, display an interest and genuine curiosity in the perspectives of others, and commit to participate from an inquiry-based and generative stance. Your mark for positive participation will be based on your discussion forums, your overall engagement with the virtual learning modules, and your level of professional engagement in the course.