



## Management and Organizational Studies MOS 3350A, 2017 Leadership in Business

### CONTACT INFORMATION

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or by appointment

### CLASS INFORMATION

Time: Wed 8:30 – 11:30 am  
Room: BR 135  
Website: <https://owl.uwo.ca/portal>

### COURSE DESCRIPTION

This course explores the concept of leadership and different models of leadership typically employed in business. It also examines the skills of effective leaders, the importance of context for leaders, and case studies of successful leaders in business. Topics may include business leader as individual, team leadership, leading change, and creating vision and strategic direction.

A significant part of the course is a research project where students interview a business leader of their choice (with a few limitations) in relation to best leadership practices surrounding a controversial academic issue or gap in academic knowledge. In addition to acquiring important information literacy skills and real-world leadership knowledge, the project provides students with an opportunity to network with a person of influence.

### COURSE LEARNING OBJECTIVES

Upon successful completion of this course, students will be able to demonstrate the Brescia competencies of Self Awareness and Development, Inquiry and Analysis, Critical Thinking, Communication, and Valuing by being able to:

- 1) Comprehend the importance of leadership in business. (Self Awareness and Development)
- 2) Demonstrate knowledge of models of leadership typically employed in business. (Self Awareness and Development)
- 3) Apply abstract concepts and models to concrete settings. (Critical Thinking)
- 4) Understand first hand the role of motivation, influence and bias in leadership. (Self Awareness and Development)
- 5) Demonstrate effective coaching skills. (Self Awareness and Development; Communication)
- 6) Comprehend the basis of ethical challenges facing corporate business leaders. (Valuing)
- 7) Apply information literacy and interviewing skills. (Inquiry and Analysis; Critical Thinking)
- 8) Demonstrate effective written and oral communication skills. (Communication)
- 9) Model expectations of employers. (Self Awareness and Development)

Students may vary in their competency levels on these outcomes. They can expect to achieve these outcomes if they honour course policies, attend classes regularly, complete all assigned work in good faith and on time, and meet all other course expectations of them as students.

## **COURSE STRUCTURE AND CONTENT**

3 lecture hours/week; 0.5 course.

Lectures will be integrated with reading materials, in-class exercises and group discussion of case studies. A course syllabus will be uploaded on OWL.

## **COURSE MATERIALS**

Rowe, Glenn W., and Guerrero, Laura. *Cases in Leadership*. 4th ed. Thousand Oaks, CA: Sage, 2016. Print.

Course Pack available at UWO bookstore.

## **COURSE PREREQUISITES AND ANTIREQUISITES**

Enrollment in MOS, DOL or FN, or by special permission.

## **COURSE REQUIREMENTS**

Class Participation	25%
Major Assignment	50%
Final Exam	25%

## **EVALUATION**

### **Class Participation**

This course uses an active learning method, which requires much greater involvement of the student in class than the traditional lecture method. The very nature of this approach demands a high level of student attendance, preparation and contribution in class.

The class participation grade will be divided between an oral contribution component (10%) and a written contribution component (15%):

1. One of the objectives of this course is to model the expectations of employers in order to prepare students for the work world and develop into business leaders. Employers expect that employees will promptly attend work, prepare in advance of meetings, actively and respectfully participate in decision-making, and persuade others to support a reasoned point of view. Accordingly, at the end of each class the contribution of a student will be assessed on the basis of professionalism and influence according to a grading rubric posted on OWL.
  - a. Professionalism: Aside from prompt attendance, in the first class students will consider matters such as attentiveness, etiquette and technology use and determine the criteria of professionalism.
  - b. Influence: Students will be evaluated on the basis critical thinking and the sharing of information.
2. At the beginning of designated classes students are expected to submit answers to questions posed in relation to case studies that will be assessed on the basis of clarity and accuracy/persuasiveness according to a grading rubric posted on OWL.

Family medical issues, personal medical issues, family bereavement, and participation in University sports teams are acceptable reasons for failing to contribute only with appropriate documentation from your academic advisor. Note:

3. Any student who, without academic accommodation, misses more than 25% of scheduled classes will receive a class participation grade of “0” for the course.
4. Under University regulations, an instructor can determine at which point absenteeism has become excessive and approach the Dean who may prevent the student from writing the final exam, thus preventing the student from passing the course.

### Major Assignment

1. From a review of academic literature, each student will identify a controversy or gap in knowledge in relation to best practices in business leadership, and submit a research plan for feedback.
2. The student will then undertake the planned research and develop an annotated bibliography, selecting, reviewing and evaluating a minimum of 10 sources on the topic. The annotated bibliography will be submitted for grading. Follow-up research may be required.
3. Next, a 7-10 page report will be prepared analyzing the controversy or gap in knowledge, evaluating the academic literature, and arriving at a tentative conclusion.
4. The student will then contact a business leader and develop a list of questions as the basis of a 30-60 minute research interview to gather knowledge or resolve a controversy, and submit this list for feedback.
5. Finally, the student will carry out the interview and then write a 5-7 page case study analyzing the responses of the business leader and relating them back to the best practices report.

The major assignment represents 55% of the course, and is allocated as follows:

<u>Component</u>	<u>Grade</u>	<u>Due</u>
Research Plan	Formative evaluation (no grade)	October 4
Annotated Bibliography	15%	October 25
Best Practices Report	20%	November 15
Discussion Guide	Formative evaluation (no grade)	November 15
Case Study	15%	December 6

Details concerning the expectations for each component of the major assignment along with grading rubrics (if applicable) are posted on OWL.

The research plan and discussion guide are mandatory, but will not be graded. Their purpose is to provide students with feedback to improve the quality of the graded components. Note: If either the research plan or the discussion guide is not submitted, the student will receive a grade of “0” on the graded component that immediately follows.

Students must complete **all** graded components of the major assignment in order to receive a passing grade in the course.

Submission of both a hard copy and an electronic copy of the graded components of the major assignment is required. The electronic copy is to be uploaded onto OWL for a plagiarism check. Late assignments without an academic accommodation will receive a grade of “0”.

It is expected that work will be your own. Writing, spelling and grammar are important and are taken into consideration in grading. If you are particularly concerned about your written language skills, seek help from the Writing Centre at Brescia, UWO, or one of the other Affiliates.

## **Final Exam**

The format may be multiple choice answer, short answer or essay, or a combination of these. Further details will be provided to the class later in the term.

# **2017-18 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS**

## **1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES**

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated. Documentation shall be submitted as soon as possible to the student's Academic Advisor indicating the period of illness and when the student should be able to resume academic responsibilities. Students must submit their documentation along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded from:

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf). The student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full policy on requesting accommodation due to illness can be viewed at:  
<http://westerncalendar.uwo.ca/2017/pg117.html>

## **2. ACADEMIC CONCERNS**

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, <http://brescia.uwo.ca/academics/registrar-services/> or the list of official dates <http://westerncalendar.uwo.ca/2017/pg7.html> ). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory (<http://westerncalendar.uwo.ca/2017/pg130.html> )

### 3. ABSENCES

**Short Absences:** If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

**Extended Absences:** If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

### 4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/scholastic\\_discipline\\_undergrad.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf).

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

#### **Plagiarism:**

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

#### **Computer-marked Tests/exams:**

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

### 5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the

Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section on Student Academic Appeals under Academic Rights and Responsibilities in the Western Academic Calendar (<http://westerncalendar.uwo.ca/2017/pg112.html> ).

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices ([http://www.uwo.ca/univsec/pdf/academic\\_policies/exam/evaluation\\_undergrad.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/exam/evaluation_undergrad.pdf) and [http://www.uwo.ca/univsec/pdf/academic\\_policies/exam/finalgrades.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/exam/finalgrades.pdf)).

## **6. PREREQUISITES**

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisite(s).

## **7. SUPPORT**

### **Support Services**

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/> . The website for the Student Development Centre at Western is <http://www.sdc.uwo.ca/> .

### **Mental Health and Wellness**

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can learn more about mental health and wellness at Brescia at <http://brescia.uwo.ca/life/mental-health-wellness/>. Students who are in emotional/mental distress should refer to Mental\_Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

### **Sexual Violence**

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at <http://brescia.uwo.ca/life/sexual-violence/>.

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Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario