



Course Outline - Introduction to Leadership

Preliminary Year

General Information

Course #: 0010A

Section #: 530

Term: Fall

Year: 2019

Course Day and Time: Tuesday, 2:30-4:30 and Thursday, 2:30-3:30

Course Location: UH-250

Instructor Information

Name: Andrew Chater

E-mail: achater@uwo.ca

Office hours for students: Wednesday, 11:30-12:30 and Friday, 11:30-12:30

Office location: UH-216

Course Description

In this course students are introduced to the history and evolution of approaches to leadership, and discover what makes an effective leader in today's world.

Required Course Materials

Required readings are found below in the weekly outline section. The required text is available for free online:

- University of Cambridge Institute of Sustainability Leadership, "Global Definitions of and Theories of Leadership Development," 2017.
- Available: <https://tinyurl.com/y76y7xcz>

Learning Outcomes

- Critically understand different ways of thinking about leadership and apply this learning using examples from contemporary and historical issues (critical thinking, problem solving)
- Analyze various theories of leadership by evaluating their relative merits in class debate (critical thinking, problem solving)
- Evaluate the traits of successful leaders and demonstrate a thorough understanding in class activities (inquiry and analysis, critical thinking)
- Demonstrate a awareness of leadership in one's own life to assess career goals and develop active citizenship (self-awareness and development, social awareness and engagement)
- Locate high-quality research and present this research to the class to aid in further university study goals (communication)

Brescia Competencies

Competency	Goal for the Term
Communication	Recognize the requirement that clear communication should be supported by meaningful evidence (level 1)
Critical Thinking	Identifies key concepts, statements and premises of arguments and the connections between premises and conclusions (level 1)
Inquiry and Analysis	Identifies different types of sources, how they are used, organized, and accessed, and how to give credit to the work of others; identifies where they have a lack of knowledge about a subject of inquiry (level 1)
Problem Solving	Articulate a problem using provided or basic framework and identify at least one solution; implement a mostly appropriate solution and generally evaluate its effectiveness (level 1)
Self-Awareness and Development	Identify different patterns of thinking and comment on own performance (level 1)
Social Awareness and Engagement	Demonstrates surface understanding of, and interest in, different cultures and social issues, although receptive o interactions with diverse others (level 1)
Valuing	Identifies ethical or spiritual concepts and issues, and the various contexts where they may appear; starts to articulate own values (level 1)

Teaching Methodology and Expectations of Students

Each class will include a mix of student presentations, lectures and active learning activities. You must come to class ready to participate, having read the assigned readings and after downloading required materials from OWL.

During your presentation weeks, you also must bring one academic article to class about the topic for the week and give a short presentation about that article.

Slides and additional materials will be posted to the class OWL website (<https://owl.uwo.ca/portal>).

Copyright and Intellectual Property

PowerPoint lecture slides and notes, lists of readings, in-class activities, assignment guidelines, and other components of the course materials are typically the intellectual property of the instructor. Unauthorized reproduction through audio-recording, video-recording, photographing, sharing on social media, or posting on course-sharing websites is an infringement of copyright and is prohibited. Such action may be considered a Code of Conduct violation and lead to sanctions.

Evaluation

Presentations (20%)

Beginning during the third week of class, each week students will deliver a short presentation about an article they find relating to the week's topic. We will divide the class into an "A" group and "B" group during the second week of class. You will present every other week. This activity will take place every week except for weeks 1, 2, 7, 12 and 13.

First, do the reading for the week's class. Second, search for one academic article that gives additional information on some aspect of the reading. Third, come to class and summarize your article for us. Tell us: 1) who the author is; 2) what they argue and conclude, and; 3) the type of evidence they use to make their argument. The presentation should be about 5 minutes.

If you cannot attend class on one of your presentation days, please talk to the professor before class so we can work out an accommodation.

Participation (10%)

Throughout the term, you will be evaluated based on the quality and quantity of your in-class participation. You also earn participation marks by 1) e-mailing the course instructor questions and comments based on the lecture, or 2) visiting the course instructor during office hours to discuss lecture material.

You will receive your participation mark-to-date at the mid-way point of each term. If you feel you face barriers to participating in class, please see the course instructor as soon as possible to discuss and strategize solutions.

Practicum (10%)

Students will conceive of and execute a community service project on Brescia's campus during the 8th and 12th weeks of class. Students will work in groups of 4. During week 8, you will brainstorm and plan your projects. The instructor reserves the right to veto inappropriate projects. During week 12, you will execute the project.

By the end of the week (November 29), you will each hand in a group evaluation form available on OWL. Complete this form individually and confidentially and email it to the instructor. You will not receive a mark on this form; rather, the instructor will use the form to help determine the group mark. The instructor reserves the right to assign different marks to group members who do not contribute.

The purpose of the practicum is to practice what we learn about leadership throughout the term.

You will be marked on your successful completion of your project.

Exams (30% each)

The mid-term will be a multiple choice exam. The final will be a multiple choice and short answer.

Evaluation Breakdown

Component	Weight	Date/ Deadline	Learning Outcome	Brescia Competencies
Presentations	20%	Various		
Participation	10%	Ongoing		
Mid-Term Exam	30%	October 15		
Practicum	10%	Week of November 25		
Final Exam	30%	December exam period		

Academic Accommodation

For course components worth 10% or more of the total course grade, please see the Academic Policies and Regulations section at the end of this course outline or consult the Academic Calendar.

Weekly Organizer

Week	Date(s)	Description	Readings	Pres. Group
1	Sept. 5	Introduction		
2	Sept.10+12	Research	Read course outline	
3	Sept. 17+19	Authority and Freedom	pp. 1-6	A
4	Sept. 24+26	Gender	pp. 6-9	B
5	Oct. 1+3	Great Man and Trait Theory	pp. 10-16	A
6	Oct. 8+10	Case Study: The Angry Inuk	pp. 16-18	B
7	Oct. 15+17	EXAM OCTOBER 15	STUDY!	
8	Oct. 22+24	Practicum Planning	pp. 19-22	A
9	Oct. 29+31	Transactional and Transformational	pp. 23-30	B
No class November 5 or November 7 due to reading week				
10	Nov. 12+14	Democracy	pp. 31-47	A
11	Nov. 19+21	Social Movements	pp. 48-50	B
12	Nov. 26-28	Practicum Execution	Eval. due Nov. 29	
13	Dec. 3	Review	Study!	

Marking Criteria for Presentations

A good presentation will be about an academic article. It will be informative, clear and easy-to-follow.

Mark	Comments
90%+	<ul style="list-style-type: none">• The presentation is interesting, scholarly, well-spoken and understandable• The information in the presentation is thoughtful and accurate• The discussion is engaging and useful
80% - 89%	<ul style="list-style-type: none">• The presentation is interesting, scholarly, well-spoken and understandable, though one improvement is possible• The information in the presentation is thoughtful and accurate, though perhaps one point could use elaboration• The discussion is engaging and useful, though one improvement is possible
70% - 79%	<ul style="list-style-type: none">• The presentation is interesting, scholarly, well-spoken and understandable, though two or three improvements are possible• The information in the presentation is thoughtful and accurate, though perhaps two or three points could use elaboration• The discussion is engaging and useful, though two improvements are possible
50% - 69%	<ul style="list-style-type: none">• The presentation is interesting, scholarly, well-spoken and understandable, though four or more improvements are possible• There is some good information in the presentation, though several points could use elaboration• The discussion is somewhat engaging and useful, though several improvements are possible
< 50%	<ul style="list-style-type: none">• The presentation is confusing, inconsistent or unreasonable• The information overall could use elaboration• The discussion is meandering, unengaging or problematic

Your mark on this assignment at the end of the term will be the most consistent of all of your presentation marks.

Marking Criteria for Participation

Below is the rubric the instructor will use to evaluate participation.

Mark	Comments
90%+	<ul style="list-style-type: none">• Frequent comments• Comments make specific reference to assigned readings, when appropriate, as well as the week's lecture• Comments demonstrate analytical thought• Comments are delivered articulately
80% - 89%	<ul style="list-style-type: none">• Frequent comments• Comments usually make specific reference to assigned readings, when appropriate, as well as the week's lecture• Comments usually demonstrate analytical thought• Comments are usually delivered articulately
70% - 79%	<ul style="list-style-type: none">• Limited comments• Comments usually make specific reference to assigned readings, when appropriate, as well as the week's lecture• Comments usually demonstrate analytical thought• Comments are usually delivered articulately OR <ul style="list-style-type: none">• Frequent comments• Comments rarely make specific reference to assigned readings, even when appropriate, as well as the week's lecture• Comments usually demonstrate analytical thought• Comments are usually delivered articulately
50% - 69%	<ul style="list-style-type: none">• Limited comments• Comments rarely make specific reference to assigned readings, even when appropriate, as well as the week's lecture• Comments demonstrate limited analytical thought• Comments are not delivered articulately
< 50%	<ul style="list-style-type: none">• Few or no comments• Comments rarely make specific reference to assigned readings, even when appropriate, as well as the week's lecture• Comments demonstrate limited analytical thought• Comments are not delivered articulately

Marking Criteria for Practicum

Mark	Comments
90%+	<ul style="list-style-type: none">• Project is relevant• Project is executed successfully• All group members contribute fully to the project
80% - 89%	<ul style="list-style-type: none">• Project is mostly relevant• Project is executed mostly successfully, though one improvement is possible• All group members contribute fully to the project, though one improvement is possible
70% - 79%	<ul style="list-style-type: none">• Project is fairly relevant• Project is executed fairly successfully, though a couple of improvements are possible• All group members contribute to the project, though a couple of improvements are possible
50% - 69%	<ul style="list-style-type: none">• Project is somewhat relevant• Project is executed fairly successfully, though several improvements are possible• Group members contribute to the project, though division of work is uneven
< 50%	<ul style="list-style-type: none">• Project is relevant• Project is not executed successfully• All group members do not contribute fully to the project

2019-20 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING ACADEMIC ACCOMMODATION

The complete policy regarding [Accommodation for Illness - Undergraduate Students](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12) can be found at http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12.

Students who have long-term or chronic medical conditions which may impede their ability to complete academic responsibilities should seek Academic Accommodation through Student Accessibility Services (http://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=1&Command=showCategory&SelectedCalendar=Live&ArchiveID=#Page_10).

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.

Students who experience an illness or extenuating circumstance sufficiently severe to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

1. Submitting a **Self-Reported Absence** form provided that the conditions for submission are met;
2. For medical absences, submitting a **Student Medical Certificate (SMC)** signed by a licensed medical or mental health practitioner;
3. For non-medical absences, submitting **appropriate documentation** (e.g., obituary, police report, accident report, court order, etc.) to their Academic Advisor. Students are encouraged to contact their Academic Advisor to clarify what documentation is acceptable.

Requests for Academic Consideration Using the Self-Reported Absence Portal

Students who experience an unexpected illness or injury or an extenuating circumstance of 48 hours or less that is sufficiently severe to render them unable to meet academic requirements should self-declare using the online Self-Reported Absence portal. This option should be used in situations where the student expects to resume academic responsibilities within 48 hours. Note that the excused absence includes all courses and academic requirements within the up to 48 hours, it is not intended to provide an excused absence from a single course while students fulfill their academic responsibilities in other courses during that time.

The following conditions are in place for self-reporting of medical or extenuating circumstances:

1. Students will be allowed a **maximum of two self-reported absences** between September and April and one self-reported absence between May and August;
2. The duration of the absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
3. The excused absence will terminate prior to the end of the 48 hour period if the student undertakes significant academic responsibilities (writes a test, submits a paper) during that time;
4. Self-reported absences will **not** be allowed for scheduled final examinations; midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
5. Self-report absences may **not** be used for assessments worth more than 30% of any course;
6. Any absences in excess of 48 hours will require students to present a Student Medical Certificate (SMC), or appropriate documentation;
7. Students **must** communicate with their instructors **no later than 24 hours after the end of the period covered by the Self-Reported Absence form** to clarify how they will fulfil the academic expectations they may have missed during the absence.

Request for Academic Consideration for a Medical Absence

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 their academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated.

The following conditions apply for students seeking academic accommodation on medical grounds:

1. Students must submit their Student Medical Certificate (SMC) 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. An SMC can be downloaded from http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf ;
2. In cases where there might be an extended absence or serious issue, students should submit their documentation promptly and consult their Academic Advisor for advice during their recovery period;
3. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, scheduled tests or examinations, and other academic requirements;
4. Students **must** communicate with their instructors **no later than 24 hours** after the end of the period covered by the SMC to clarify how they will fulfil the academic expectations they may have missed during the absence;
5. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the course instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements, arranging Special Exams (make-ups), re-weighting course requirements, or granting late withdrawal without academic penalty.

The [full policy on requesting accommodation due to illness](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12) can be viewed at:

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal challenge 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 are not normally considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult your Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please refer to the [Registrar's website](http://www.brescia.uwo.ca/academics/registrar-services/), <http://www.brescia.uwo.ca/academics/registrar-services/> or the list of official sessional dates in the Academic Calendar (<http://www.westerncalendar.uwo.ca/SessionalDates.cfm?SelectedCalendar=Live&ArchiveID=>).

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.*

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 and warranted.

It is important to note that the Academic 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://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#SubHeading_68).

4. SCHOLASTIC OFFENCES

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

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_20.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. 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 Scholastic Discipline for Undergraduate Students in the Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Academic Dean's Office, 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.

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 is to be sent to the School Chair. If the response of the Chair is considered unsatisfactory to the student, they may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, they may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal and if the matter falls within the jurisdiction of the SRBA. For information on academic appeals consult your Academic Advisor or see the Student Academic Appeals – Undergraduate in the Academic Calendar

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_14.

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.

6. PREREQUISITES

Unless you have either the prerequisites for a course or written special permission from the 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/>. Students can access supports through Brescia's Student Life Centre (<http://brescia.uwo.ca/life/student-life/>) and Learning Skills Services at Western (<https://www.uwo.ca/sdc/learning/>)

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 obtain information about how to obtain help for yourself or others through **Mental Health & Wellness at Brescia** (<http://brescia.uwo.ca/life/mental-health-wellness/>) and **Health and Wellness at Western**, http://uwo.ca/health/mental_wellbeing/index.html.

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/>.

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.
