



Leadership Studies 1031

Exploring Leadership

School of Leadership and Social Change

Course #: LS 1031

Section #: 530

Term: Intersession

Year: 2019

Course Day and Time: Mon. Tues Wed. Thurs 1pm – 4pm

Course Location: Brescia Ursuline Hall 27

Instructor Information (Repeat as necessary for multiple instructors)

Name: Heather Hallett

E-mail: hhallett@uwo.ca

Office hours for students: TBD

Office location: UH 217

Course Description

This interdisciplinary course will provide students with an introduction to the concept and history of Leadership. Students will examine a variety of philosophical, psychological and theoretical perspectives of leadership through readings, hand-on activities and experiential simulations, and some engagement with representative leaders. This introductory survey course assumes no prior knowledge of leadership.

This course requires no prerequisites and has no antirequisites but is a prerequisite for Brescia University College's Major in Dimensions of Leadership.

Learning Outcomes

By the end of the course, students should be able to;

L1. Describe, compare and critically evaluate a variety of Leadership theories and perspectives that have evolved over time (L1 Communication, L1 Critical Thinking)

L2. Examine situations to identify which Leadership theories/skills/perspectives have been demonstrated and evaluate the effectiveness of that Leadership (L1 Inquiry and Analysis, L1 Problem Solving)

L3. Develop an understanding of past and present issues in Leadership (L1 Inquiry/analysis, L1 social awareness/engagement)

L4. Apply the aforementioned knowledge to evaluate their own skill sets, strengths and weaknesses through experiential exercises, self-reflection and assessment (L1 self-awareness/development, L1 valuing)

L5. Identify and demonstrate their ability to both lead and follow (L1 self-awareness & development, L1 social awareness/engagement, L1 communication)

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.

Teaching Methodology and Expectations of Students

This course will be taught primarily through in-class discussions, which requires a much greater involvement of the student in class than does the traditional lecture method. Students will read the assigned readings and complete the assigned exercises in preparation for the class discussion. In the classroom, the instructor will act as discussion leader, with emphasis on students' active participation. The very nature of this discussion approach demands a high level of attendance, preparation and contribution in class. Students are expected to be fully engaged in the entire learning process. This means devoting time and energy to preparation before class, listening to others during class discussions and engaging in class discussions and activities. Collective reasoning and willingness for self-discovery are critical to the successful application of this learning process. Detailed note-taking during class can often be distracting for others and counterproductive to your own learning. Instead, bring copies of the day's PowerPoint slides with you or bring notes that you make while completing your readings to add to during class.

Attendance

Attendance at all classes in this course is expected; however, circumstances may arise which make it impossible for you to attend. If you are ill, see a doctor as soon as you can and obtain a note. In all cases, a permissible absence must be cleared through your academic advisor. Find out today who your advisor is and keep her contact information handy for when an emergency arises. This way you will only have to send one email instead of one per instructor. An email to your instructor is a courteous gesture but without notification from your academic advisor no accommodations will be granted. In accordance with Senate regulations, your instructor can request that you be prevented from writing the final exam at a point when your absenteeism reaches 25% of classes and you will most certainly receive "0" for class contribution. Together this is 40% of the course and as you must complete all evaluations to receive a passing grade in the course the result will be a failure on your transcript.

The last date to drop this course without academic penalty is **June 3, 2019**

Note: It is the student's responsibility to catch up on missed class material by getting notes/information from classmates and/or OWL, after which the student is encouraged to attend office hours for any additional clarification.

Student use of technology in class

Talking privately with classmates or using your computer, cell phone or other electronic device during class for activities such as texting, reading/writing e-mail, Web surfing, etc. is distracting for others, is not conducive to your own learning, is disrespectful to the instructor, and may negatively impact your class contribution grade. The instructor has the right to request that you put your technology away at any time. In addition, cell phones will NOT be permitted on your person/desk during class or exam time: please ensure your phones are turned OFF and inside a bag prior to class.

Privacy

In order to respect privacy laws, and the privacy of individual students, student grades will ONLY be communicated via OWL, in -person, or on a test/exam/report/essay paper. Your instructor is not able to email your grade to any email address and will only discuss individual grades with the student in question in person.

Student grades are confidential. Please take this into consideration when sharing your grades or asking others to share their grades. Besides it's rude.

The University is committed to protecting specific types of information, which, if disclosed, could reasonably be expected to result in harm to the University, an identifiable individual, or a third party. As a result, your

professor is not able to release any information including, but not limited to, personal information, attendance or grade records, to anyone other than the individual involved.

Emails

For privacy reasons, you must use your Western email account to contact me. Please include your name, course and section number in the subject line of your emails.

If you are emailing to let me know that you will not be in class, I will make a note of it but may not respond.

Academic accommodation requests must go through the academic advisors.

If you are asking a question about something that is on the course outline, (e.g. “when is our next test?”) I will not respond. If you are asking a question that is answered on OWL (example: “what did we do in class today?”) I will not respond. Please check OWL before emailing. If you have an exceptionally good question the response to which would benefit the entire class, I thank you, and will post a response on OWL with gratitude. I will not check email over weekends and holidays, so plan accordingly.

Required Course Materials

Textbook Bundle: Northouse, P. (2016). Leadership: Theory and Practice, 7th Edition. Thousand Oaks, CA.: SAGE Publications; Northouse, P. (2018). Introduction to Leadership: Concepts and Practices, 4th Edition. Thousand Oaks, CA: SAGE Publications

Course Content

Weekly Organizer:

| Class/Topic | Date | Description | Assignments and/or Readings Due |
|-------------|--------|--|---|
| 1 | May 13 | Welcome Review Course outline Activity Discussion | |
| 2 | May 14 | Understanding Leadership Chapter One from both books PowerPoint Discussion | Leadership Questionnaire |
| 3 | May 15 | Movie Screening Discussion | |
| 4 | May 16 | Lecture on Traits Chapter 2 of Theory and Practice Chapter 2 of Introduction to Leadership Discussion | |
| 5 | May 20 | Holiday No Class | |
| 6 | May 21 | Traits Cont'd Emotional intelligence Discussion | Exercise 2.2 page 39 Introduction to Leadership Bring to class |

| | | | |
|----|--------|---|---|
| 7 | May 22 | Skills & Strengths Lecture Discussion | Chapter 3 Leadership Theory and Practice Chapter 3 Concepts and Practice Exercise page 67 of Leadership Theory and Practice (bring to class) |
| 8 | May 23 | Skills and Strengths Cont'd Gallup's Strength finder is entirely optional, the most economical product is about \$20.00 U.S. Discussion | Exercise 3.2 page 71 Intro to Leadership concepts and practice (bring to class) Optional: www.gallupstrengthscenter.com |
| 9 | May 27 | Developing Leadership Skills Lecture Situational Leadership | Chapter Six of Intro to Leadership Concepts and Practice Exercise 6.2 page 134 Intro to Leadership concepts and practice (bring to class) Chapter 5 Leadership Theory and Practice |
| 10 | May 28 | Leader Member Exchange Theory Followership | Chapter 7 Leadership (Theory and Practice) Chapter 12 Leadership (Theory and Practice) |
| 11 | May 29 | Movie Screening | |
| 12 | May 30 | Test #1 | |
| 13 | June 3 | Behavioral Approach Chapter 4 <i>Leadership Theory and Practice</i> Constructive Climate Chapter 8 <i>Introduction to Leadership concepts and practice</i> Discussion | Drop Date Leadership behaviour questionnaire page 89 Leadership Theory and Practice (bring to class) |
| 14 | June 4 | Creating a Vision Chapter 7 <i>Leadership concepts and practice</i> Path – Goal Theory Chapter 6 <i>Leadership Theory and Practice</i> Discussion | Exercise 7.2 page 154 Leadership concepts and practice (Bring to class) |

| | | | |
|----|---------|--|--|
| 15 | June 5 | Movie Screening | |
| 16 | June 6 | High Performing Groups Managing conflict Establishing a constructive climate Listening to Out-Group Members | Chapter 11 Leadership (concepts and practice) exercise 11.2 page 267 Chapter 8 Leadership (concepts and practice) exercise 8.2 page 177 Chapter 10 Leadership (concepts and practice) exercise 10.2 page 234 |
| 17 | June 10 | Authentic Leadership | Chapter 9 Leadership (Theory and Practice) |
| 18 | June 11 | Team Leadership Transformational Leadership | Chapter 8 & 14 Leadership (Theory and Practice) |
| 19 | June 12 | Movie Screening | |
| 20 | June 13 | Test #2 | |
| 21 | June 17 | Servant Leadership Gender & Leadership | Chapter 10 Leadership (Theory and Practice) Chapter 15 Leadership (Theory and Practice) |
| 22 | June 18 | Adaptive Leadership Culture and Leadership | Chapter 11 & 16 Leadership (Theory and Practice) |
| 23 | June 19 | Leadership Ethics | Chapter 13 Leadership (Theory and Practice) Chapter 12 Leadership (concepts and practice) exercise 12.2 page 291 |
| 24 | June 20 | Group Presentations | |
| 25 | June 21 | Final Exam | |

Evaluation Breakdown:

Grades cannot be adjusted based on need. Your mark in the course will be the mark that you earn based on your demonstrated understanding of the course content. Extra credit assignments are not available, and tests and exams cannot be rewritten to obtain a higher mark. Once a student has written a test or examination she is committed to the mark earned. Students must complete all evaluations to receive a passing grade in the course. Evaluation of the student is achieved through two mid-term tests, a group project/presentation, a final examination, and class contribution. The weightings of the graded requirements are listed below. Evaluations will not be re-weighted.

| Component | Weight | Timing | Learning Outcome | Brescia Competencies |
|---------------------------|---------------|---------------------|-------------------------|-----------------------------|
| Test #1 | 25% | Day 10 In class | L1-L2 | L1-L2 |
| Test #2 | 25% | Day 19 In class | L1-L2 | L1-L2 |
| Group Work | 10% | On going | L1-L5 | L1-L5 |
| Class Contribution | 10% | On going | L1-L5 | L1-L5 |
| Final Exam | 30% | June 21 10:00 am | L1-L5 | L1-L5 |

Brescia 2018-19 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.

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. 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. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, examinations, etc. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

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. 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.

The full policy on requesting accommodation due to illness 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 (refer to the Registrar's website,

<http://brescia.uwo.ca/academics/registrar-services/> or the list of official sessional dates in the Academic Calendar, see the Sessional Dates tab at

<http://www.westerncalendar.uwo.ca/index.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, she may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, she may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal.

For information on academic appeals you can 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/>. 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 Health and Wellness at Western, http://uwo.ca/health/mental_wellbeing/index.html, for information about how to obtain help for yourself or others.

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/>.

8. COURSE OUTLINE OBLIGATIONS

Course instructors who wish to change the evaluation procedure shown in the course outline must receive prior approval to do so from Vice-Principal and Academic Dean. (www.westerncalendar.uwo.ca/PolicyPages.cfm)

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 (known as Western University). Brescia University College (known as Brescia University) is affiliated with Western University.