

**DOL2232(A) – DIMENSION OF LEADERSHIP: “THE PROCESS”
FALL 2013 COURSE OUTLINE**

Course Description

In DOL2232, students will further explore the leadership theories learned in DOL1031. Students will learn how these theories are integral to the skills and competencies used by leaders who seek to influence and/or persuade followers.

Students will learn the basic techniques used by leaders who seek to influence, persuade with analytics, or persuade with emotions. Students will learn to judge when each influence technique may or may not be appropriate to use.

Students will learn how these techniques are integral to various leadership / management studies (e.g., strategic management, organizational behaviour, organizational theory, and change management).

As a demonstration of their lessons, students will be assigned a difficult mock assignment – to develop a change management plan that outlines how they will influence followers who are inclined and not inclined to be involved.

Learning Objectives

The major objectives of DOL2232 are:

- Students will learn the ways followers and leaders interact. Students will learn how the characteristics of this interaction may affect a leader’s ability to influence.
- Students will learn the influence techniques that will have an impact on followers. Students will learn to distinguish how the influence techniques can be used well (poorly) to generate positive (negative) influence.
- Students will examine how ‘vision’ is created, communicated, and implemented.
- Students will learn change management techniques.

Learning Environment

The student learning environment will include the following mediums. The mixed environment will allow students ample opportunity to assimilate reading and lecture material.

- Discussion-based classes
- Case studies
- Video and audio clips
- Team-based presentations
- In-class and on-line activities

Course Information

Time	Monday 6:30 – 9:30 pm
Classroom	Brescia - 202
Class Schedule	A weekly schedule will be maintained on OWL

Instructor Information

Professor	Dr. Tony Francolini
Email	afranco2@uwo.ca
Office	St James 301D
Office Hours	Monday 5:00 to 6:30 pm or anyday by appointment

Course Materials

Required Textbook	Clawson, James G. 2012. Level Three Leadership: Getting below the surface. 5th ed. Pearson Education
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Additional Material Additional cases & readings to be provided in OWL

Professor's Slides Provided in OWL the evening before class

Discussion Board Relevant topics will be posted in OWL for student comments

Student Responsibilities It is the student's responsibility to (a) read all assigned readings, (b) complete all assigned homework, (c) review the professor's handouts, and (d) develop a list of unanswered questions, prior to attending the class. Readings and assignments should be analyzed and related to previous readings, lectures, assignments and experience.

It is the student's responsibility to catch up on any missed class material by getting notes and information from other students who were present. Once a student has made the effort to catch up on their own, any remaining questions or concerns will happily be addressed by the professor.

Student Evaluation

Participation	10%	Weekly
Quizzes & Assignments	15%	Weekly
Influence Project	25%	Due Dec 1
Mid-Term Exam	25%	Oct 21
Final Exam	25%	Dec Exam Period

A student's efforts will be evaluated based upon the above components. The weightings of the graded requirements are listed above.

Please note:

- Each of the above evaluation components must be completed before a student will be assigned a passing grade.
- A student's mark in the course will be based on one's demonstrated understanding of the course content. For the sole purpose of obtaining a better grade, there will be no (a) re-weighting of evaluation components, (b) extra credit assignments, and/or (c) re-writing of exams.

Participation

In-class and on-line discussion by each and every student is a cornerstone of an effective learning experience. Active class involvement increases assimilation of material and stimulates the level of class discussion. Contribution is expected to be relevant to the current discussion and includes asking questions pertinent to the topic, volunteering answers, advancing the discussion to a new issue, developing an argument, and critiquing ideas constructively.

Perfect attendance is expected. However, if you are unable to attend a class due to health-related or other compelling reasons, you are expected to advise your instructor in advance. At the professor's discretion, any student who misses more than 25% of the scheduled classes will receive a participation grade of 0%. Moreover, under University regulations, your instructor can determine at which point absenteeism has become excessive and approach the Dean who may prevent you from passing the course. Please note, being either excessively tardy and/or leaving early will also constitute an absence.

Quizzes & Assignments

For the dual purpose of (a) determining a student's ongoing level of comprehension and preparation, and (b) variety and entertainment, students will participate in activities that may be graded. These activities may include quizzes, games, model development, etc.

Influence Project

Students will complete a proposal concerning a change management project. The proposal will outline how the student, as the leader, would use the influence techniques learned through the term to influence the attitudes and behaviours of three target individuals, so as to advance the 'change' being proposed.

The specific change (e.g., "Double the rate of student volunteering") being proposed in the project is at the discretion of the student provided the following criteria are met.

- The 'change' must represent a significant change or a change that is currently not being considered
- The 'change' must be enthusiastically endorsed by one of the target individuals. The goal is to increase his/her already enthusiastic contribution
- The 'change' must be of no interest to one of the target individuals – neither a supporter nor a detractor – just indifferent. The goal is to get this individual enthusiastically involved.
- The 'change' must be opposed by one of the target individuals. The goal is to breakdown the opposition of this individual to the point he/she would consider contributing to the 'change'

Exams

Students will write a 2-hour mid-term exam and a 2-hour final exam. The exams will

include multiple-choice, short-answer, and essay questions.

Absences

Documentation for medical or non-medical academic accommodation must be submitted for any evaluated item regardless of the weight of the item.

Documentation for medical or non-medical academic accommodation must be submitted by the student directly to the appropriate Faculty Dean's Office and **not to the instructor**. Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor. The Policy on Accommodation for Medical Illness can be found at the following website.

(http://www.uwo.ca/univsec/handbook/appeals/accommodation_medical.pdf).

Late Submissions

Tardiness at exams, for classroom presentations, with project hand-ins, or with essays is unacceptable for any reasons other than medical or compassionate grounds that are approved by an academic counsellor. In the case of group work, you are expected to arrange your efforts such that the group can make up for the inability of any individual member to complete his/her work. Students who are unacceptably late to an exam or test will not be given extra time beyond the scheduled conclusion time.

Late hand-ins will be penalized a minimum of 5% per day including weekends. Late hand-ins not handed in at class may be dropped off in the registrar's office. Hand-ins dropped into that Registrar's office will be picked-up twice per day: once in the morning (9:30 a.m.) and in the afternoon (4:00 p.m.). All hand-ins dropped off after 4:00 p.m. on a Friday will be date-stamped the following Monday.

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 quotation marks and in footnotes. Students caught plagiarizing material will receive an automatic zero for the course. Please refer to the University's policies regarding plagiarism.

<http://www.uwo.ca/univsec/handbook/appeals/scholoff.pdf>

Prerequisites & Antirequisites

Prerequisite	DOL1031 or with permission
Antirequisite	N/A

Each student is responsible for ensuring he/she has successfully completed the prerequisites for this course. Unless you have either the prerequisites for this course or written special permission from your Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. Moreover, lack of prerequisites cannot be used as grounds for an appeal in this course.

Each student is responsible for ensuring that this course is not an anti-requisite to another course you already have taken.

Electronic Devices

Brescia University College at The University of Western Ontario acknowledges the integration of new technologies and learning methods into the curriculum. The use of laptop computers can contribute to student engagement and effective learning.

The use of laptops by students during lectures, seminars, labs, etc., shall be for matters related to the course at hand only. Using your computer during class for personal activities such as reading/writing e-mail, IM, surfing the Web, playing games, etc. is distracting for others, is not conducive to your own learning, and is disrespectful to both your classmates and your instructor.

In addition, cell phones ringing or being used during class will not be tolerated: please ensure your phones are turned OFF prior to entering the classroom and placed inside your bag (not on your desk or in your pencil case or pocket).

Students violating this code of conduct will be asked to turn off their device for the remainder of the class. Failure to do so will result in a student being asked to leave the class.

Tentative Schedule	
Sept. 9	Introduction
Sept. 16	Reading Week
Sept. 23	Strategic Thinking
Sept. 30	Understanding Others: Attitudes & Behaviours
Oct. 7	Level One Leadership
Oct. 14	Change Management
Oct. 21	Exam #1
Oct. 28	Level Two Leadership
Nov. 4	
Nov. 11	Level Three Leadership
Nov. 18	
Nov. 25	Teams
Dec. 1	Good & Bad Leadership
Exam Period	Exam #2

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 on medical grounds 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. 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 under the Medical Documentation heading of the following website: <https://studentservices.uwo.ca/secure/index.cfm> . If it is not possible to have an SMC completed by the attending physician/nurse practitioner, 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. All documentation is to be submitted to an Academic Advisor.

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 statement of University policy regarding extensions of deadlines or makeup exams can be found at <http://www.westerncalendar.uwo.ca/2013/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, www.registrar.uwo.ca, for official dates). 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.

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

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.

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 Academic Rights and Responsibilities in the Western Academic Calendar.

6. PREREQUISITES AND ANTIREQUISITES

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 prerequisites.

Similarly, you will also be deleted from a class list if you have previously taken an antirequisite course unless this has the approval of the Dean. These decisions may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course because you have taken an antirequisite course.

7. SUPPORT SERVICES

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