

**Dimensions Of Leadership 1031 F/G:  
Exploring Leadership  
Section 530 with Carlie Bell (prev. Forbes)**

**CONTACT INFORMATION**

**CLASS INFORMATION**

**Section 530: Ms. Carlie Bell**  
Office: 301D  
Phone: 519-432-8353 Ext. 28247  
E-mail: cbell@uwo.ca  
Office Hours: Mondays, 4:00p.m. – 5:00p.m.  
*OR by appointment*

Section 530: Mondays,  
11:30a.m. – 2:30p.m.  
Mother St. James Building,  
Room 302

**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, hands-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.

**COURSE OBJECTIVES**

- C1. To present an introductory course in leadership that examines various theories and practices from an interdisciplinary perspective.
- C2. To provide students with the opportunity to develop an understanding of leadership in general from philosophical, psychological, and theoretical perspectives.
- C3. To develop communication skills, both oral and written.
- C4. To foster the development and understanding of the students' own leadership skills.

## STUDENT LEARNING OBJECTIVES

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,
- L2. Examine situations to identify which Leadership theories/skills/perspectives have been demonstrated and evaluate the effectiveness of that Leadership,
- L3. Develop an understanding of past and present issues in Leadership,
- L4. Apply the aforementioned knowledge to evaluate their own skill sets, strengths and weaknesses through experiential exercises, self-reflection and assessment, and
- L5. Identify and demonstrate their ability to both lead and follow.

## COURSE STRUCTURE AND CONTENT

This course had been structured so that students will learn different theories/perspectives of Leadership in each class and then have the opportunity to discuss how these dimensions compare to each other. In addition, students will be challenged to develop an understanding of their own Leadership skills and traits, and to self-reflect upon how best to accomplish their personal goals and objectives given their understanding of their own Leadership profile.

## COURSE MATERIALS

1. Textbook: Northouse, P. (2015). *Leadership: Theory and Practice, 7<sup>th</sup> Edition*. Thousand Oaks, CA.: SAGE Publications, Inc.
2. Textbook: Northouse, P. (2015). *Introduction to Leadership: Concepts and Practices, 3<sup>rd</sup> Edition*. Thousand Oaks, CA: SAGE Publications, Inc.
3. Up-to-date information on class readings, assignments, tests, exams and grades is provided on C. Bell's DOL 1031 Section 530 OWL site: <https://owl.uwo.ca/> (enter your Western ID and Password). Note the 'lecture' slides used in class can be found on this OWL site and should be printed and brought to class to aid with note-taking.

## 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 (slides will be posted in advance on OWL) so that you can make your own (preferably brief) additions to the notes.

## Class Etiquette

### Attendance

Attendance at all classes in this course is expected; however, circumstances may arise which make it impossible for you to attend. For example, 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 when possible (e-mail communication is perfectly acceptable). In addition, academic accommodation may be warranted, but it is the STUDENT'S responsibility to contact their academic advisor **immediately** (if immediacy is not possible, students must contact the advisor WITHIN ONE WEEK of any absence) to seek academic accommodation. Under University regulations, your instructor can determine at which point absenteeism has become excessive and prevent you from writing the final exam, thus preventing you from passing the course. **At the discretion of your instructor, any student who misses more than 25% of the scheduled classes will receive a participation grade of 0 out of 10 for the course.**

**NOTE: It is the STUDENT'S responsibility to catch up on missed class material by getting notes/information from students who were present. Once a student has tried to catch up on their own, any remaining questions/concerns will happily be addressed by your Instructor.**

### 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.

### A Note Regarding Email

Email is a useful communication tool, especially if used for sharing information; however, it is not a good tool for discussions or for decision making. Therefore, please follow these guidelines regarding the use of email when contacting your instructor or classmates in this course:

1. OWL e-mail is NOT checked regularly by your instructor. Please e-mail Carlie directly (at [cbell@uwo.ca](mailto:cbell@uwo.ca)) instead.
2. Email is fine for sharing information (e.g. you will be absent or late for class).
3. Email is fine for setting up meetings/appointments.
4. Email is useful for simple questions or clarifications, but not for anything that requires more than a one or two sentence response. Instead, make an appointment with Carlie to discuss more complex questions.
5. Email is not an appropriate way to discuss grades or an issue with group dynamics: please make an appointment with Carlie to discuss these issues in person.
6. Email, although informal, still requires a tone of respect and proper language. Rudeness and disrespect will not be tolerated.
7. Carlie will check email daily, Monday through Friday (excluding holidays), during the term. I will respond to your emails as promptly as possible, usually within 24 hours. Instant responses will not be provided.

## Appointments

If you wish to meet with your instructor, Carlie Bell, you can approach her after class, see her during the designated weekly office hours, or send an e-mail to set up a mutually convenient time.

## 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.

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.

## EVALUATION

**All components of evaluation must be completed for a student to be eligible for a passing grade in the course. There will be no re-weighting of components within the course.**

**Grades cannot be adjusted on the basis of 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.**

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:

| Segment                      | Date   | Objective       | Weight      |
|------------------------------|--|-----------------|-------------|
| Midterm Test #1              | Monday, November 16 <sup>th</sup> , 2015 (in class)                          | C1-C3,<br>L1-L2 | 25%         |
| Midterm Test #2              | Monday, February 1 <sup>st</sup> , 2016 (in class)                           | C1-C3,<br>L1-L2 | 25%         |
| Group Project Presentations: | Monday, March 21 <sup>st</sup> &/or March 28 <sup>th</sup> , 2016 (in class) | C1-C4,<br>L1-L5 | 10%         |
| Final Exam                   | Final Exam Period  | C1-C4,<br>L1-L5 | 30%         |
| Class Contribution           | Evaluated daily  | C2-C4,<br>L1-L5 | <u>10%</u>  |
| <b>TOTAL</b>                 |  |                 | <b>100%</b> |

## Evaluation Component Descriptions

### Class Contribution

Class contribution by each and every student is a cornerstone of any effective discussion-based learning experience. Active class involvement augments the learning experience, increases assimilation of material and stimulates the level of class discussion. Students' contribution to this course is initiated through thorough class preparation. Readings and assignments should be analyzed and related to previous readings, lectures, assignments and experience. Contribution is expected to be relevant to the current discussion and includes answering questions, volunteering answers, advancing the discussion to a new issue, developing one side of an argument, clarifying difficult concepts and asking questions pertinent to the topic. Just as important is listening attentively to your classmates and critiquing ideas constructively. Class contribution may also include assignments, hand-ins, group evaluations and prompt attendance.

Midterm Test #1: The midterm exam will occur during class time and will cover material covered in the assigned readings, in class discussions and PowerPoint slides from the start of the year.

Midterm Test #2: The second midterm test will occur during class time and will cover material covered in the assigned readings, in class discussions and PowerPoint slides since the first midterm exam.

Group Project Presentation: In self-selected groups of 4 (it is each student's responsibility to get into a group), students are being challenged to both apply leadership theories and develop their own leadership skills by actually leading an activity/event of their own choosing. The group is to decide what activity/event they plan to conduct, **and must complete their activity no later than Saturday, March 5<sup>th</sup>, 2016**. Examples of activities or events that groups might conduct include forming and executing an awareness campaign for Brescia students, hosting an activity for members of the community, creating a volunteer or fundraising activity, etc.. This event can be as big or as small as your group would like (and can afford): it just has to happen!

*Note: your instructor can assist you with making black and white photocopies, but other supplies must be provided by the group, so be sure to do something that is low budget!*

**Posters put on Brescia walls require the stamp of approval from the Brescia Students' Council!!**

The group presentation is to be no more than 25 minutes long, and is to contain the following:

- A brief summary of the group's event/activity and an evaluation of the successfulness of their effort. This summary is to be no more than 5 minutes long.
- **Each** group member will then have five minutes to
  - a) Identify and explain to the class **two** instances where you lead. For each leadership instance, describe how this was a leadership role by linking it back to any leadership theory discussed in this course. Be sure to demonstrate the applicability of the theory by speaking about specific components/elements of the theory and applying those elements to your experience. You must use different leadership theories for each leadership instance.
  - b) Describe what you learnt about your own leadership through this activity/event.
- The presentation will conclude with a 5 minute question-and-answer period where the instructor and class may ask questions.

Key dates to remember include:

- **Progress Report Due In Class: Monday, October 19<sup>th</sup>, 2015.** In class, your group will be asked to provide a brief outline of the planned activity, and please bring any issues/concerns so that we can assist you in overcoming them. Nothing formal needs to be prepared (there is no written hand-in requirement), but I need to see you're on it.
- **Project Completion Date:** All group events/activities **MUST** be completed by Saturday, March 5<sup>th</sup>, 2016.
- **Final Presentations:** By March 14<sup>th</sup>, 2016, groups will be randomly assigned to present either on March 21<sup>st</sup> or 28<sup>th</sup>, 2016. Groups should use audio visual aids (i.e. PowerPoint, video, overheads, posters, etc.) to supplement their in-class presentation (note you must bring any digital files on a memory stick, and save the file as a Microsoft "97-2003" or pdf version: the technology in the classroom is a bit old and may not support newer versions of Microsoft products *nor* will it support any MAC applications/software).

**Group Presentation Evaluation:** This group presentation will be worth 10% of your final grade, and will be graded as follows:

- 2% of the grade will come from the group's presentation itself: were you interesting, inspiring and/or motivating? Did you keep our attention?
- 8% of the grade will come from **each member's (2% each)** leader contribution and learning discussion: **as a result, it is critical that each group member be given the opportunity to contribute to the execution of this event/activity!** You must work together to share leadership of this event!
  - For each group member, 1% of their 2% will come from leadership "instance 1 & theoretical link".
  - Another 1% of their 2% will come from leadership "instance 2 & theoretical link".
  - For each member who does not discuss "what you learned about your own leadership," a .5% deduction will be applied.

I expect that every group member will contribute equally to the completion of the Group Project. However, in the unlikely and unfortunate case in which one (or more) member of the group does not contribute equally, that member may receive a grade penalty.

Since I am not able to monitor the participation of each group member, it is up to the rest of the group to **document the activities of all their group members**. For example, "we all met at 4pm on the 12th for an hour, but Susan didn't show up and never contacted us," and/or "Susan was supposed to have booked the space by the 14th but did not have it done by then and then told us on the 29th that the space was unavailable". If the majority of the group feels that one (or more) member of the group has not contributed to the completion of the project, and does not feel that it is fair that that member receive the same mark as the group, the group must write me a **paper-based letter** (NOT e-mail), explaining the situation and the group's efforts to resolve the issue thus far, in addition to providing me with a copy of the documented activities of the group. The letter must be **signed by all "contributing" members of the group and provided to me before FRIDAY, FEBRUARY 12<sup>TH</sup>, 2016 in order to give the offending party (or parties) a chance to redeem themselves**. The grade penalty will depend upon the extent of the perceived shirking by the majority, and will be determined at the discretion of the Instructor. In the past I have given out zeros to group members who did not contribute at all, thus resulting in automatic failure of the course for those individuals. Unless the group has followed the process as noted above by the required date noted above, everyone in the group will receive the same mark.

**Final Exam:** The final exam will be scheduled during the final exam period, and will be cumulative: it will cover material covered in the textbook, the additional readings, in class discussions and PowerPoint slides throughout the entire year.

## ACADEMIC ACCOMMODATION

If, on medical or compassionate grounds, a student is unable to complete a course component worth **10 per cent or more** of the final course grade, it is the responsibility of the student to consult with an Academic Advisor *immediately* and follow the procedures documented in the “**POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES**” on the final pages of this outline and as in the Academic Calendar. The student must consult with the academic counsellor &/or instructor prior to the scheduled time of the test or examination whenever possible. It should be understood that academic accommodation will *not* be granted automatically on request.

Documentation will be required to be submitted to the Academic Advisor. The request for accommodation will be decided by the Academic Advisor in consultation with the instructor.

## Dropping a Course

In order to drop this course without academic penalty, you must do so by the following date:

Fall/Winter Full Course

November 30<sup>th</sup>, 2016.

For further details, check the online academic calendar or check with your academic advisor.

## Academic Advisors at Brescia

To book an appointment with one of Brescia's Academic Advisors, call 519.432.8353, extension 28266.

**DOL DEPARTMENT COORDINATOR: PROFESSOR P.F. BARKER**

## 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/2015/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](http://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

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.

##### **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://brescia.uwo.ca/academics/registrar-services/>. The Western Registrar's website is at <http://www.registrar.uwo.ca/index.html>. 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.

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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.