

**Dimensions of Leadership 2233A  
Women and Leadership**

**CONTACT INFORMATION**

Professor: Marlene Janzen Le Ber, BScN, MScN, PhD  
 Office: Room P1, Brescia University College  
 Phone: 519.432.8353 ex 28224  
 E-mail: OWL messaging preferred; mleber@uwo.ca  
 Office Hours: Mondays 12:00 – 2 PM  
 Tuesdays 12:00 – 2 PM

**CLASS INFORMATION**

When: Tuesdays 8:30 - 11:30 AM  
 Where: St. James Room 302  
 Website:  
<https://owl.uwo.ca/portal>

**COURSE DESCRIPTION**

This course considers the traits, styles and effectiveness of women leaders, as well as significant differences which may separate male and female leaders. Obstacles women face in securing leadership positions and actions which might be taken to close this leadership gap are also examined.

**COURSE OBJECTIVES, STRUCTURE AND CONTENT**

Module	Weeks	Knowledge Objectives	Skills Objectives
The Leadership Gap	1 & 2	Identify the leadership gap between men and women.	Critique an argument or reading
The Gap: Evidence	3 - 7	Evaluate and communicate (written and orally) the differences in traits, styles and leadership effectiveness between men and women.	Demonstrate professionalism Read a scholarly journal article Evaluate quality of evidence Identify underlying assumptions
The Gap: Causes	8 - 11	Recognize and explain the role that individuals, organizations and cultures play as causes of the leadership gap.	Develop recommendations Write a persuasive report Contribute to discussion
Closing the Gap	12 - 13	Identify and justify in writing a plan to close one aspect of the leadership gap.	Summarize and synthesize information Form conclusions Give & receive feedback

**COURSE MATERIALS**

*Required Textbooks:*

Eagly, A. H. & Carli, L. (2007). *Through the labyrinth: The truth about how women become leaders*. Boston, MA: Harvard Business School Press.

Williams, J. C., & Dempsey, R. (2014). *What works for women at work: Four patterns working women need to know*. New York, NY: NYU Press.

*Additional required readings:* posted on OWL course site.

*Supplemental Textbook:*

Sandberg, S. (2013). *Lean in: Women, work, and the will to lead*. Toronto: Random House.

**COURSE PREREQUISITES AND ANTIREQUISITES**

Dimensions of Leadership 1031 or permission of the Coordinator of Leadership Studies is a prerequisite.

## EVALUATION

Component	Timing	Weight
Participation in Learning	Weeks 1 - 13	20%
Exam Question Assignment	Weeks 3, 7, 11	15%
Closing the Gap Report	Week 10 & Week 13	35%
Final Exam	TBD	30%

Students must complete **all elements of evaluation** in order to receive a passing grade in the course. There will be no re-weighting of components within the course unless a student has received an academic accommodation. Please note that **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. Late assignments will not be accepted without an academic accommodation.

### Evaluation Component Descriptions

Students will be provided with detailed assignment descriptions and grading rubrics on the course site on OWL under "Assignments" as well as in class discussion of the assignments.

#### *Participation in Learning*

Contribution by each and every student is a cornerstone of any effective learning experience. Active class involvement augments the learning experience, increases assimilation of material and stimulates the level of class discussion. The expectation is that you contribute not only for your own learning but to the learning of your classmates. The participation mark reflects attendance, evidence of preparation and participation in weekly readings and/or assignments. We will also be using the discussion board on the course site on OWL as a way to augment our discussions held during class but not as a substitution. If you have difficulties with participating in class, please make an appointment with me to discuss – sooner rather than later.

The class contribution portion of your grade will be determined by your contribution to the learning of the class. The evaluation will be based not only on how frequently you speak in class, but more importantly, by the quality of what you say and how well you listen and respond to others. High-quality contributions include: starting a class discussion with sound analysis, synthesizing class discussions, summarizing and moving class discussions ahead, giving constructive criticisms or building on others' ideas, substantiating one's views persuasively and logically, responding to others' critiques with reasoned rebuttal, graceful acceptance of new ideas, presenting well thought-out action plans, volunteering for special role-playing or presentations, recalling and sharing relevant experiences, being respectful and non-judgmental towards your classmates' opinions. Respect for the course and each other are essential.

Unsatisfactory contributions include: being absent from class without excuse, being unprepared for class, offering poorly thought-out analysis or action plans, personally criticizing classmates, being close-minded, disrespectful, or otherwise disruptive. These behaviours will lead to negative contribution grades. Attendance at all sessions in this course is expected. Circumstances may arise which make it impossible for you to attend, e.g. illness. As a professional courtesy you are expected to advise me in advance of your absence and provide an explanation via messaging on OWL. Under University regulations, your professor can determine at what point absenteeism has become excessive (generally 25% of scheduled class time) and approach the Dean who may prevent you from writing the final exam, making it very difficult to pass the course. After missing three classes, you and I will meet to discuss how to ensure attendance at the remaining classes.

**Please note, each class will count equally toward a student's contribution grade, with each missed class receiving a grade of "0" unless academic accommodation has been granted** (e. g. for family medical issues, personal medical issues, family bereavement, participation in University sports teams). See the detailed contribution assessment guide provided on OWL for information about the grading process and expectations of your contribution.

### ***Exam Question Assignment***

At the end of each of the first three modules, each student will independently submit a short assignment identifying and justifying a possible examination essay question, explaining why their recommended question is a good test of the course content and what the appropriate answer would be. Guidance as to the nature of a good examination question will be provided. The assignment **MUST** be submitted on the course site on OWL under "Assignments."

### ***Closing the Gap Report***

This is an individual assignment where you will identify a specific cause of women's limited progress in leadership roles using published evidence, research best practices to address identified barriers, make recommendations to overcome the barriers and develop an action plan to implement the recommendations. The paper will be between 2,500 and 3,000 words, excluding any references.

Students will submit a first draft of their report to be reviewed by a peer. The reports will then be discussed in class, providing group feedback before the student submits their final paper. Each person will review two of their peer's papers and be responsible for providing feedback in class. Students will then have an opportunity to make revisions before submitting a final paper. The feedback that students provide will be considered part of their contribution grade for that class. The draft report, while not graded, is mandatory. Your final paper will not be graded unless a draft report is submitted. Both the draft and final papers **MUST** be submitted on the course site on OWL under "Assignments."

### ***Final Exam***

The final exam covers all four course modules. In the last class, the professor will provide a list of potential exam questions, drawn from the exam question assignment for the first three modules. The final exam will require students to summarize, synthesize and apply course material. The professor will provide an examination question for the fourth module and reserves the right to modify exam questions to ensure that they are a comprehensive evaluation of the course material.

## **CLASS SCHEDULE**

A tentative schedule for this course is posted on OWL. There may be departures from this list as some topics take up more (or less) time than is scheduled. Following this schedule is the responsibility of each student. Please check OWL regularly for information, lecture notes, reading and announcements regarding any changes to the class plan for the following week. Please bring your cases and case memos to class for discussion.

Students should anticipate spending a minimum of 3 -5 hours per week preparing for classes, completing readings, case and exercise memos, as well as studying for tests.

## **CLASS ETIQUETTE**

### **Student Use of Technology in Class**

Talking privately with classmates or using your computer during class for non-class related activities is distracting for others, is not conducive to your own learning and is disrespectful to the instructor. Please ensure your phones are turned OFF prior to entering the classroom and place them inside a bag.

I welcome the use of laptops in the classroom as long as they are used for class related purposes. Recent research has shown that laptop use in class for non-education related purposes is negatively related to academic performance. **That is, grades decline when you use laptops in the classroom for non-educational tasks.** Additionally, students find other students use of laptops in the classroom the number one source of interference with their ability to learn (Fried, 2008). As a result, if I find a student using a laptop for **non-class related activities**, I will ask them to close the laptop for the remainder of the class or until a class exercise requires the use of the laptop.

Research also shows that texting substantially reduces academic performance. Researchers asked half the students in an accounting class to text their professor three times, while the other half was requested to refrain from texting. Students were then tested at the end of the lecture on the contents of the lecture. **The students who texted scored 16% points lower than those who did not text.** (Ellis, Daniels & Jauregui, 2010). As a result, if I find a student texting I will ask them to put their cell phone away. **Texting in class may result in a “-1” on class participation for that class.**

Fried, C. (2008). In-class laptop use and its effects on student learning. *Computers and Education, 50*: 906-914.

Ellis, Y., Daniels, B., & Jauregui, A. (2010). The effect of multi-tasking on the grade performance of business students. *Research in Higher Education, 8*: 1-10.

### A Note Regarding Email

Email is a useful tool for sharing news, setting up meetings or for a simple assignment clarification, but for more complex questions, a face to face meeting is best. Please make an appointment using OWL messaging (I prioritize OWL messaging over my @uwo.ca email) to discuss any personal, academic, group work or controversial issues in person, especially any concerns that you might have about your grades. I will check our course site on OWL Monday through Friday during office hours; you can expect a response within 24 hours during the work week. Over weekends and holidays I will **not** be checking OWL, so plan accordingly.

### Appointments

Students are welcome to meet with the professor during the designated weekly office hours or by arranging an appointment at a mutually convenient time through the course site on OWL using its messaging option. Make sure to be on time for your appointment, have an objective for the discussion and bring a copy of your paper or exam you wish to discuss.

### Privacy

To respect privacy laws, all grades will be distributed on the course site on OWL only. If a student wishes to discuss a grade, or review a test or paper, she must make an appointment with the professor to do so in person. To protect student privacy, the professor may only discuss grades with the student in question. Please do not share or compare your grades. The professor cannot share information about another student's grades, so discussions about comparison of grades between students will not be entertained.

## 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: [http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform\\_15JUN.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform_15JUN.pdf). 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.uwo.ca/univsec/pdf/academic\\_policies/appeals/accommodation\\_medical.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf)

## 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

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. <http://westerncalendar.uwo.ca/2015/pg113.html> 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](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.

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.