



FN 9211A

Leadership and Food Management

COURSE OUTLINE

Fall 2018

Wednesdays, 2:30 – 5:30 pm, Rm 135, Mother St James (MSJ)

PROFESSOR: Dr. Peggy O'Neil, PHEc.

OFFICE HOURS: Mondays and Tuesdays 3:15pm to 5:15pm, ROOM UH 204

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COURSE DESCRIPTION

This course integrates student knowledge, experience-based learning and scholarly inquiry in Leadership and Food Management, in a number of different environments, including but not limited to Healthcare (both acute and Long Term Care), Industry, Hospitality, Education institutions and Entrepreneurship.

This course is intended to expand the depth and breadth of students' existing skills and ideas on current issues and practices, and to provide for research opportunities in order to discover and apply solutions to particular problems or opportunities in a variety of Leadership and Food Management settings. Students will work in teams and as individuals in order to expand their knowledge, skills, judgment and discretion, transferable into the future. Students will be expected to identify Leadership and Food Management issues, access alternatives and clearly communicate plausible solutions.

Through a variety of course assignments, cases, projects and guest speakers, this course offers students the opportunity to explore historical, philosophic, political, technical, and and practice issues in Leadership and Food Management. Topics may include: Workforce Development, Employee Motivation, Change Management, Strategic Planning, Finance, Meal delivery systems, Organizational behavior trends, Workload measurement, Information technology, Labor relations, Food safety and crisis communications, Ethics, New technologies, Future trends and Entrepreneurship.

COMPETENCIES Upon successful completion of this course, students will be able to demonstrate the Brescia Competencies of Communication, Critical Thinking, Inquiry and Analysis, Problem Solving, Self-Awareness and Development, Social Awareness and Engagement, and Valuing by:

- Examining the relevance of leadership and food management to current issues in foodservice operations
- Reviewing, exploring and analyzing current trends that affect organizational effectiveness and efficiency.
- Researching, assessing and resolving particular issues facing leaders and managers in foodservice settings.
- Self-assessing current knowledge, skills and opportunities for growth toward leadership and management roles in food service institutions or operations.

PREREQUISITE Registration in the MScFN program

FORMAT This course is delivered using the instructional method of experiential learning. In-class time will be devoted to role-playing, debate, exercises, discussion, and student-led dialogue. Assigned readings must be completed BEFORE each class.

REQUIRED RESOURCES All weekly readings and resources are posted in OWL

EVALUATION	1. Literature searches and Discussion	40%
	2. Learning journal	20%
	3. Major Paper (20%) and Presentation (20%)	40%

EVALUATION AND MARKING:

1. Literature searches (40%):

Where indicated in the course schedule, each student will choose three additional reading materials (research articles, news stories, publications, current reports, etc.) from the literature (2012 – 2017). Copies of these will be submitted together with a written synopsis (no more than 300 words) with particular focus placed on how the article(s) relate(s) to the Leadership and Food Management topic of the day. Every student will be expected to present one article in class (10 minutes max.).

2. Learning journal (20%):

Using an inexpensive, (spiral) bound notebook, document your learning on a weekly basis. Refer to the readings, cases, class discussions, presentations, and show how these are influencing your knowledge, attitudes and beliefs. Your writing framework/approach should refer to Schon's (1983) reflective practice (see attached), considering in particular your development in both creative and technical dimensions of Leadership and Food Management. NOTE: Learning journals may be collected any week, without notice.

3. Major paper (20%) & class presentation (20%):

Choose a topic in Leadership and Food Management that you are interested in and develop a major paper (10 pages of text, 12 font, double-spaced; excluding title page, minimum 15 references (at least 10 of which scholarly publications), graphs or other supporting documentation). Written paper should include an introduction, body (with appropriate sub-sections) summary, and relevance to practice.

Presentations of the paper to the class will be in the last two weeks of classes; order of presentation TBA. Students are expected to make their presentations in a professional and interesting manner for 20 minutes with an additional 5 minutes for Question & Answer.

Written papers are due on the last day of class and will be marked based on content, clarity, and documentation. Presentations will be evaluated based on effectiveness of presentation, e.g. use of effective visual aids, audience engagement, ability to answer questions, etc.

OPTION A

Some suggested topics for the major paper follow. If you are interested in something else that is related to leadership and food management, consult first with any of the lead professors for approval of your topic.

- 1) Workforce Education
- 2) Business Ethics and Decision Making
- 3) Change Management
- 4) The Future of Fast Food
- 5) Human Rights/ Labour Relations
- 6) Leadership/Food Management and the Law
- 7) Food Processing and Technology
- 8) Niche markets in food service
- 9) Food Politics (GMO's, Organic, Fair Trade, Local)
- 10) Entrepreneurship
- 11) Philosophy, values and operations
- 12) Other topic of your choice (must be approved)

OPTION B

You may analyze an autobiography written by an iconic CEO/Entrepreneur according to O'Neil (2017) AND at least FIVE other research papers read in the course, including scholarly sources from your own literature searches.

CLASS SCHEDULE (Tentative – please note that changes may occur):

WEEK	TOPIC	ASSIGNMENT DUE
(1) Sept. 12	INTRODUCTION <ul style="list-style-type: none"> • Welcome and Warm-Up Exercise • Overview of Leadership and Food Management • Self-Assessment against CDEP 	
(2) Sept. 19	ETHICS/VISION <ul style="list-style-type: none"> • Business Ethics • Administrative Values • Vision, Purpose, Mission 	
	MEDIA/ADVERTISING	

(3) Sept. 26	<ul style="list-style-type: none"> • Crisis Communications and Food Safety • Marketing Integrity and the Law • Contract Management 	1 st Lit. Search
(4) Oct. 3	HUMAN RESOURCES/LABOUR MARKETS/SOCIAL JUSTICE <ul style="list-style-type: none"> • Human Rights/ Labour Law • Collective Bargaining/ Agreements • Workforce Development and Performance • Guest Speaker: Union Leader 	
(5) Oct. 10	READING WEEK	
(6) Oct. 17	FINANCE/PURCHASING <ul style="list-style-type: none"> • Capital and Operations Budgeting • Request for Proposal/Supply Chain Management • Meal Day Costing 	2 nd Lit. Search
(7) Oct. 24	SERVICE DELIVERY <ul style="list-style-type: none"> • Foodservice Models • Facilities/Renovations • Waste Management 	Topic for Research Paper/Presentation
(8) Oct. 31	QUALITY ASSURANCE/MANAGING CHANGE <ul style="list-style-type: none"> • Performance Indicators • Compliance/Inspections/Penalties • Change Models/Overcoming Resistance 	3 rd Lit. Search
(9) Nov. 7	LEADERSHIP/MOTIVATION <ul style="list-style-type: none"> • Role-Personality Mapping/ Leadership Styles • Leadership Education • Organizational Behaviour 	
(10) Nov. 14	STRATEGIC MANAGEMENT/PROGRESS <ul style="list-style-type: none"> • Case Study: LTC Meal Day Funding in Ontario • Entrepreneurship • New Products/Markets 	4 th Lit. Search
(11) Nov. 21	INDIVIDUAL INTERVIEWS WITH INSTRUCTOR TO FINALIZE RESEARCH PAPER	
(12) Nov. 28	PRESENTATIONS	
(13) Dec. 5	PRESENTATIONS	Research Paper

Course policies are as follows:

1. Attendance and participation are mandatory.
2. Assignments are due at time and date noted. Late assignments will be reduced by 20% of the value of the assignment. Assignments more than seven days late will NOT be accepted. Late submission of topics or change of topic after the due date will result in a reduction of 10% of the value of the speech.
3. Assignments assigned in groups must be completed as a group. Individual submissions will be automatically reduced by 20%.

4. For policies on academic accommodation please see Graduate Course Regulations outlined below.
5. **Regrading:** If you receive a grade on an assignment and you wish to have it reevaluated, please re-read the assignment instructions and review the grading scheme and comments carefully. If you are still convinced that you have not received the grade that you deserve, prepare a half-page written explanation and submit it with the original assignment and marking scheme. The assignment will be reevaluated based on the strength of your explanation as well as the assignment instructions and grading scheme. There is no guarantee that your grade will go up after re-evaluation, in fact it could even go down. Remember to communicate respectfully and clearly why you believe a grade should be reconsidered. Requests for regrades must be submitted within one week of return of an assignment **in class**. If you are absent from the class where an assignment is returned, please see the professor during office hours or by appointment to retrieve your assignment. The deadline for submission of a request for regrade is based solely upon the date the assignment is returned in class by the professor.

Graduate Course Regulations

Statement on Academic Offences The statement: “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 website http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_grad.pdf”

Additionally;

A) If written work will be assigned in the course and plagiarism-checking software might be used, the following statement to this effect must be included in the course outline: “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>).”

B) If computer-marked multiple-choice tests and/or exams will be given, and software might be used to check for unusual coincidences in answer patterns that may indicate cheating, the following statement must be added to course outlines: “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.”

Retention of Electronic Version of Course Outlines (Syllabi)

At the same time that course outlines/syllabi are posted on the appropriate Web-site, each program must forward an electronic version of items 1-5 of each course outline to the School of Graduate and Postdoctoral Studies (SGPS). By the fourth week after the start of the term, SGPS will forward all of the collected outlines to Registrarial Services, where they will be maintained in electronic form in the faculty/staff extranet for a minimum of ten years after the completion of the course. (Final retention periods and disposition will

be determined by the relevant records retention and disposition schedule approved by the President's Advisory Committee.)

Policy for Accommodation for Illness

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by physical or mental illness. The University recognizes and respects the need for privacy and confidentiality in these matters. However, in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities. The course instructor should be notified in advance of deadlines and documentation shall be submitted as soon as possible to the School of Food and Nutritional Sciences, Graduate Program office indicating the period of illness and when the student should be able to resume academic responsibilities. Deadlines for submission will be decided between instructor, Graduate Program Office, and student. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy. Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the School of Food and Nutritional Sciences, Graduate Program office in consultation with the course 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. Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities, and only when the medical professional providing the documentation is able to make a reasonable assessment of the student's physical or mental state during the period for which accommodation is sought. Minor ailments typically treated by over-the-counter medications will not normally be accommodated. Note that there is no expectation that a student must be in optimum condition to carry out his or her academic responsibilities. Documentation must include Professional's name and qualifications (person), Professional Office name and contact details, student name, date, onset and duration and severity of condition, and recovery timeline.

For accommodation of work worth less than 10% of the overall grade in a course, the student must contact the instructor in advance of missing the deadline. In arranging accommodation, instructors will use good judgment and ensure fair treatment for all students. In particular, instructors must indicate whether medical documentation will be required for absences, late assignments or essays, missed tests, laboratory experiments or tutorials, etc. Where medical documentation is required, such documentation must be submitted by the student directly to the School of Food and Nutritional Sciences Graduate Program Office. In all cases, the School of Food and Nutritional Sciences Graduate Program Office must be notified of the accommodation, however small, and all accommodations sought and/or approved will be recorded in the student file.

Students who have been denied accommodation by an instructor may appeal this decision to the Chair of the School of Food and Nutritional Sciences but will be required to present appropriate documentation.

Related Policies and Notes:

Western School of Graduate and Postdoctoral Studies Regulations

http://grad.uwo.ca/current_students/regulations/index.html

Western School of Graduate and Postdoctoral Studies Regulations Important Dates

(including timing for change of registration, course add/drop etc.)

http://grad.uwo.ca/current_students/regulations/1.html#01

Related Student Resources:

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.

Health and Wellness:

As part of a successful graduate student experience at Western, we encourage students to make their health and wellness a priority. Western provides several on campus health-related services to help you achieve optimum health and engage in healthy living while pursuing your graduate degree. For example, to support physical activity, all students, as part of their registration, receive membership in Western's Campus Recreation Centre. Numerous cultural events are offered throughout the year. For example, please check out the Faculty of Music web page <http://www.music.uwo.ca/>, and our own McIntosh Gallery <http://www.mcintoshgallery.ca/>. Information regarding health- and wellness-related services available to students may be found at <http://www.health.uwo.ca/>. Students seeking help regarding mental health concerns are advised to speak to someone they feel comfortable confiding in, such as their faculty supervisor, their program director (graduate chair), or other relevant administrators in their unit. Campus mental health resources may be found at http://www.health.uwo.ca/mental_health/resources.html.

Sexual Violence: All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence.

Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence. If you or someone you know has experienced any form of Sexual Violence, you may access resources at

<http://brescia.uwo.ca/life/sexual-violence/>

Academic Advising: Please contact the Graduate Program Office 519-432-8353 ext28047 / UH-110 at Brescia University College.

Student Support Services:

http://grad.uwo.ca/current_students/student_services/index.html