



## Course Outline – Leadership in Business

### School of Management and Organizational Studies

#### General Information

Course #: 3350A  
Section #: 530  
Term: Fall  
Year: 2019  
Course Day and Time: Fridays, 8:30 – 11:30 am  
Course Location: BR -304

#### Instructor Information

Name: Lucien Lamoureux, J.D., Ph.D.  
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Telephone number for office appointments: 519-702-6517 (cell)  
Office hours for students: Wednesdays, 9:30 – 11:30 am  
Office location: I am meeting students in the Mercato

#### Course Description

This course explores the concept of leadership and the different models of leadership which can be employed in organizations. It also examines the skills of effective leaders, the importance of context for leaders, and case studies of successful leaders in business. Topics may include leader as individual, team leadership, leading change, and creating vision and strategic direction.

A significant part of the course is a research project where students interview a business leader of their choice (with a few limitations) in relation to best leadership practices surrounding a controversial academic issue or gap in academic knowledge. In addition to acquiring important information literacy skills and real-world leadership knowledge, the project provides students with an opportunity to network with a person of influence.

**Prerequisite(s):** Enrolment in BMOS, Honors Specialization or Specialization in Foods and Nutrition, Major in Leadership Studies, or permission of department.

## Required Course Materials

Rowe, Glenn W., and Guerrero, Laura. *Cases in Leadership*. 5th ed. Thousand Oaks, CA: Sage, 2018. Print.

Course Pack available at UWO bookstore.

## Learning Outcomes

Upon successful completion of this course, students will be able to demonstrate the Brescia competencies of Self Awareness and Development, Inquiry and Analysis, Critical Thinking, Communication, and Valuing by being able to:

- 1) Comprehend the importance of leadership in business. (Self Awareness and Development)
- 2) Demonstrate knowledge of models of leadership typically employed in business. (Self Awareness and Development)
- 3) Apply abstract concepts and models to concrete settings. (Critical Thinking)
- 4) Understand first hand the role of motivation, influence and bias in leadership. (Self Awareness and Development)
- 5) Demonstrate effective coaching skills. (Self Awareness and Development; Communication)
- 6) Comprehend the basis of ethical challenges facing corporate business leaders. (Valuing)
- 7) Apply information literacy and interviewing skills. (Inquiry and Analysis; Critical Thinking)
- 8) Demonstrate effective written and oral communication skills. (Communication)
- 9) Model expectations of employers. (Self Awareness and Development)

Students may vary in their competency levels on these outcomes. They can expect to achieve these outcomes if they honour course policies, attend classes regularly, complete all assigned work in good faith and on time, and meet all other course expectations of them as students.

## Brescia Competencies Developed in this Course

### Communication

The ability to exchange information and meaning across cultures, space, and time appropriately and correctly. This competency includes oral, written, and interpersonal communication, and the ability to use current or innovative media.

### Critical Thinking

The ability to engage in thinking characterized by the rational, informed, independent, and open-minded exploration of issues, ideas, and events before accepting or formulating a conclusion.

### Inquiry and Analysis

The ability to ask questions, examine issues, and reach informed conclusions by breaking down complex issues, exploring evidence, and describing relationships among persons, things, or events.

### Self-Awareness and Development

The ability to draw meaning, knowledge and value from honest and fair reflection and self-evaluation. Students are able to recognize their emotions and patterns of thinking, their impact on others, and make a commitment to personal growth.

### **Valuing**

The ability to make decisions or choose actions based on the consistent application of principles expressing fundamental values that are accepted on account of reason or spiritual insight.

### Teaching Methodology and Expectations of Students

3 lecture hours/week; .05 course.

Lectures will be integrated with reading materials, visual presentations, individual and group cases or discussions. Please turn off all electronic devices that are not being used for educational purposes, for the duration of the class.

### Copyright and Intellectual Property

PowerPoint lecture slides and notes, lists of readings, in-class activities, assignment guidelines, and other components of the course materials are typically the intellectual property of the instructor. Unauthorized reproduction through audio-recording, video-recording, photographing, sharing on social media, or posting on course-sharing websites is an infringement of copyright and is prohibited. Such action may be considered a Code of Conduct violation and lead to sanctions.

### Evaluation

#### **Class Participation**

This course uses an active learning method, which requires much greater involvement of the student in class than the traditional lecture method. The very nature of this approach demands a high level of student attendance, preparation and contribution in class. The class participation grade will be divided between an oral contribution component (10%) and a written contribution component (15%):

1. One of the objectives of this course is to model the expectations of employers in order to prepare students for the work world and develop into business leaders. Employers expect that employees will promptly attend work, prepare in advance of meetings, actively and respectfully participate in decision-making, and persuade others to support a reasoned point of view. Accordingly, at the end of each class the contribution of a student will be assessed on the basis of professionalism and influence according to a grading rubric posted on OWL.
  - a. Professionalism: Aside from prompt attendance, in the first class students will consider matters such as attentiveness, etiquette and technology use and determine the criteria of professionalism.
  - b. Influence: Students will be evaluated on the basis critical thinking and the sharing of information.

2. At the beginning of designated classes students are expected to submit answers to questions posed in relation to case studies that will be assessed on the basis of clarity and accuracy/persuasiveness according to a grading rubric posted on OWL.

Family medical issues, personal medical issues, family bereavement, and participation in University sports teams are acceptable reasons for failing to contribute only with appropriate documentation from your academic advisor. Note:

3. Any student who, without academic accommodation, misses more than 25% of scheduled classes will receive a class participation grade of "0" for the course.
4. Under University regulations, an instructor can determine at which point absenteeism has become excessive and approach the Dean who may prevent the student from writing the final exam, thus preventing the student from passing the course.

### Major Assignment

1. From a review of academic literature, each student will identify a controversy or gap in knowledge in relation to best practices in business leadership, and submit a research plan for feedback.
2. The student will then undertake the planned research and develop an annotated bibliography, selecting, reviewing and evaluating a minimum of 10 sources on the topic. The annotated bibliography will be submitted for grading. Follow-up research may be required.
3. Next, a 6-8 page report will be prepared analyzing the controversy or gap in knowledge, evaluating the academic literature, and arriving at a tentative conclusion.
4. The student will then contact a business leader and develop a list of questions as the basis of a 30-60 minute research interview to gather knowledge or resolve a controversy, and submit this list for feedback.
5. Finally, the student will carry out the interview and then write a 5-7 page case study analyzing the responses of the business leader and relating them back to the best practices report.

The major assignment represents 55% of the course, and is allocated as follows:

<u>Component</u>	<u>Grade</u>	<u>Due</u>
Research Plan	5%	September 27
Annotated Bibliography	15%	October 11
Best Practices Report	20%	November 1
Discussion Guide	Formative evaluation (no grade)	November 1

Details concerning the expectations for each component of the major assignment along with grading rubrics (if applicable) are posted on OWL.

The discussion guide is mandatory, but will not be graded. Its purpose is to provide students with feedback to improve the quality of the case study. Note: If the discussion guide is not submitted, the student will receive a grade of “0” on the case study.

Students must complete **all** graded components of the major assignment **and** receive a grade higher than “0” on each graded component of the major assignment in order to receive a passing grade in the course.

Submission of both a hard copy and an electronic copy of the graded components of the major assignment is required. The electronic copy is to be uploaded onto OWL for a plagiarism check. Late assignments without an academic accommodation will receive a grade of “0”.

It is expected that work will be your own. Writing, spelling and grammar are important and are taken into consideration in grading. If you are particularly concerned about your written language skills, seek help from the Writing Centre at Brescia, UWO, or one of the other Affiliates.

### Final Exam

The format may be multiple choice answer, short answer or essay, or a combination of these. Further details will be provided to the class later in the term.

### Evaluation Breakdown:

Component	Weight	Date/ Deadline	Learning Outcome	Brescia Competencies
<b>Class Participation (oral)</b>	10%	Nov. 29	2,3,4,5,8,9	C (level 3) CT (level 2) SAD (level 4) V (level 2)
<b>Class Participation (written)</b>	15%	Sept. 20, Oct. 4, Oct. 25, Nov. 15, Nov. 22	1,2,3,6,7,8	C (level 3) CT (level 2) SAD (level 2) V (level 2)

<b>Major Project</b>	55%	Oct. 17	1,2,3,7,8	C (level 4) CT (level 2) SAD (level 2) IA (level 4)
<b>Final Exam</b>	20%	TBA	1,2,3.6	CT (level 2) V (level 2)

### Academic Accommodation

For course components worth 10% or more of the total course grade, please see the Academic Policies and Regulations section at the end of this course outline or consult the Academic Calendar.

For course components worth less than 10% of the total course grade, documentation will be required. Medical or other supporting documentation should be submitted to your Academic Advisor.

### Course Content

A separate and detailed syllabus is uploaded on OWL.

## 2019-20 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

### 1. POLICY REGARDING ACADEMIC ACCOMMODATION

The complete policy regarding [Accommodation for Illness - Undergraduate Students](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12) can be found at [http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_12](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12).

Students who have long-term or chronic medical conditions which may impede their ability to complete academic responsibilities should seek Academic Accommodation through Student Accessibility Services ([http://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=1&Command=showCategory&SelectedCalendar=Live&ArchiveID=#Page\\_10](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=1&Command=showCategory&SelectedCalendar=Live&ArchiveID=#Page_10)).

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.

Students who experience an illness or extenuating circumstance sufficiently severe to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

1. Submitting a **Self-Reported Absence** form provided that the conditions for submission are met;
2. For medical absences, submitting a **Student Medical Certificate (SMC)** signed by a licensed medical or mental health practitioner;
3. For non-medical absences, submitting **appropriate documentation** (e.g., obituary, police report, accident report, court order, etc.) to their Academic Advisor. Students are encouraged to contact their Academic Advisor to clarify what documentation is acceptable.

## Requests for Academic Consideration Using the Self-Reported Absence Portal

Students who experience an unexpected illness or injury or an extenuating circumstance of 48 hours or less that is sufficiently severe to render them unable to meet academic requirements should self-declare using the online Self-Reported Absence portal. This option should be used in situations where the student expects to resume academic responsibilities within 48 hours. Note that the excused absence includes all courses and academic requirements within the up to 48 hours, it is not intended to provide an excused absence from a single course while students fulfill their academic responsibilities in other courses during that time.

The following conditions are in place for self-reporting of medical or extenuating circumstances:

1. Students will be allowed **a maximum of two self-reported absences** between September and April and one self-reported absence between May and August;
2. The duration of the absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
3. The excused absence will terminate prior to the end of the 48 hour period if the student undertakes significant academic responsibilities (writes a test, submits a paper) during that time;
4. Self-reported absences will **not** be allowed for scheduled final examinations; midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
5. Self-report absences may **not** be used for assessments worth more than 30% of any course;
6. Any absences in excess of 48 hours will require students to present a Student Medical Certificate (SMC), or appropriate documentation;
7. Students **must** communicate with their instructors **no later than 24 hours after the end of the period covered by the Self-Reported Absence form** to clarify how they will fulfil the academic expectations they may have missed during the absence.

## Request for Academic Consideration for a Medical Absence

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 their academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated.

The following conditions apply for students seeking academic accommodation on medical grounds:

1. Students must submit their Student Medical Certificate (SMC) 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. An SMC can be downloaded from [http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf) ;
2. 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;
3. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, scheduled tests or examinations, and other academic requirements;
4. Students **must** communicate with their instructors **no later than 24 hours** after the end of the period covered by the SMC to clarify how they will fulfil the academic expectations they may have missed during the absence;
5. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the course instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements, arranging Special Exams (make-ups), re-weighting course requirements, or granting late withdrawal without academic penalty.

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](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; please refer to the [Registrar's website, http://brescia.uwo.ca/academics/registrar-services/](http://brescia.uwo.ca/academics/registrar-services/) or the list of official sessional dates in the Academic Calendar (<http://www.westerncalendar.uwo.ca/SessionalDates.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](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](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, they may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, they may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal and if the matter falls within the jurisdiction of the SRBA. For information on academic appeals 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](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/>. Students can access supports through Brescia's Student Life Centre (<http://brescia.uwo.ca/life/student-life/>) and Learning Skills Services at Western (<https://www.uwo.ca/sdc/learning/>)

### **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 obtain information about how to obtain help for yourself or others through **Mental Health & Wellness at Brescia** (<http://brescia.uwo.ca/life/mental-health-wellness/>) and **Health and Wellness at Western**, [http://uwo.ca/health/mental\\_wellbeing/index.html](http://uwo.ca/health/mental_wellbeing/index.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/>.

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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.

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