

Fall/Winter 2024/25 Course Syllabus

MOS 3350A Leadership in Business Section – 001

Course Mode In-Person

Instructor: Colleen M. Sharen

Office: See OWL Class Site (Getting Started – Course Information)

Office Hours: See OWL Class Site (Getting Started – Course Information)

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1. Course Information:

1.1 Class Location and Time:

In-Person– See OWL Classroom Site “Getting Started – Course Information” page for room, day, and time.

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.

Antirequisite(s): None

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

1.2 Accessibility:

DAN Department of Management & Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities.

Contact Academic Support & Engagement at <http://academicsupport.uwo.ca/> for information about Western’s Accessible Education.

More information about “Accessibility at Western” is available at: <http://accessibility.uwo.ca>

1.3 Land Acknowledgement:

We acknowledge that Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron peoples, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (e.g. First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public

institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research and community service.
<https://indigenous.uwo.ca/initiatives/docs/indigenous-land-acknowledgment.pdf>

1.4 Senate Regulations

Senate Regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this 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.”

This regulation is in regard to the PREREQUISITE COURSES required.

2. Course Materials

Textbook: Northouse, P. G. (2022). *Leadership: Theory and practice* (9th ed.). SAGE Publications, Inc. Available in Weldon Library on reserve or at the bookstore (e-book or hard copy).

Additional readings, exercises, or cases: Posted on OWL on the relevant weekly lesson page or in course readings.

3. Course Objectives and Format

The DAN Department of Management and Organizational Studies, as a whole, draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

3.1 Course objectives

Upon successful completion of this course, you will be able to:

1. Define leadership and followership.
2. Describe the ideal leader.
3. Discuss the traits, transformational, and adaptive theories of leadership.
4. Critique the concept of leadership and various theories of and beliefs about leadership.
5. Reflect on their own beliefs about organizational leadership and how those beliefs influence their behaviours, beliefs, and skills as a leader.
6. Explain, define, and apply strategic leadership.
7. Discuss the role of follower.

Student attainment of these outcomes will vary. You can expect to achieve these outcomes if you honour course policies and complete all learning activities in good faith and on time, demonstrate comprehension of the course content, and meet all other expectations of you as a student.

3.2 Course format

This course is delivered in-person and attendance through other means (e.g., Zoom) is not available. The course is structured in three modules:

Module 1 Weeks 1 to 4 Defining and Describing Leadership: How do we conceptualize leadership?
Module 2 Weeks 5 to 8 Critical Leadership: Does the conceptualization of leadership reflect reality?
Module 3 Weeks 9 to 12 Strategic Leadership: How can we apply leadership in business?

Each class session may include a combination of mini-lectures, case discussions, active learning activities (individual and team), and guest speakers.

4. Learning Outcomes

Upon successful completion of this course, you will demonstrate the following Western Degree Outcomes:

1. Knowledge (ask questions, analyze problems).
2. Literacy (recognize bias, explore complex problems from a variety of perspectives, work under conditions of ambiguity and uncertainty, research, reason).
3. Communication (present ideas effectively orally and in writing).
4. Critical Inquiry (identify assumptions, agendas, points of view, evidence, and implications).
5. Resilience/Lifelong Learning (knowing one's own values).

5. Evaluation

Learning Tasks (LTs) are the graded assignments you complete to demonstrate that you have achieved the course learning objectives and Western Degree Outcomes required to successfully complete this course.

Learning Task 1: Contribution to Learning	= 30%	Due Weekly
Learning Task 2: Critique of a Leadership Belief	= 35%	Due Tues Nov. 12
Learning Task 3: Final Exam	= 35%	TBA

Detailed instructions and grading rubrics for LT1 and LT2 are available on OWL. Refer to the Attendance section of this document for more information on LT1. See the Take the Exam page on OWL for information about LT3: Final Exam.

General information about missed coursework

You must familiarize themselves with the *University Policy on Academic Consideration – Undergraduate Students in First Entry Programs* posted on the Academic Calendar:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf,

This policy does not apply to requests for Academic Consideration submitted for **attempted or completed work**, whether online or in person. The policy also does not apply to students experiencing longer-term impacts on their academic responsibilities. These students should consult [Accessible Education](#).

For procedures on how to submit Academic Consideration requests, please see the information posted on the Office of the Registrar's webpage: https://registrar.uwo.ca/academics/academic_considerations/

All requests for Academic Consideration must be made within 48 hours after the assessment date or submission deadline.

All Academic Consideration requests must include supporting documentation; however, recognizing that formal documentation may not be available in some extenuating circumstances, the policy allows you to make one Academic Consideration request **without supporting documentation** in this course. However, the following assessments are excluded from this, and therefore always require formal supporting documentation:

- LT1: Contribution to Learning (flexible completion).
- LT2: Critique of a Leadership Belief (flexible completion).
- LT3: Final examination (scheduled during official examination period).

When a student mistakenly submits their one allowed Academic Consideration request **without supporting documentation** for the assessments listed above or those in the **Coursework with Assessment Flexibility** section below, the request cannot be recalled and reapplied. This privilege is forfeited.

Evaluation Scheme for Missed Assessments

LT3: Final Exam

When a student misses the Final Exam and their Academic Consideration has been granted, they will be allowed to write the Special Examination (the name given by the University to a makeup Final Exam). See the Academic Calendar for details (under [Special Examinations](#)), especially for those who miss multiple final exams within one examination period.

The date and time of the make-up examination will be determined by the department and the University Special Examination dates as outlined in the Academic Handbook: https://www.uwo.ca/univsec/pdf/academic_policies/exam/definitions.pdf. The make-up exam will be held at [9:00am / 1:00pm] in SSC 4317.

First Term Half Course: January 10, 2025

Essential Learning Requirements

You are required to complete all components of this course. There are no exceptions to this requirement.

Coursework with Assessment Flexibility

By policy, instructors may deny Academic Consideration requests for the following assessments with built-in flexibility:

LT1: Contribution to Learning. This course has 12 weekly classes which are graded for student contribution to class discussion. Each class missed receives a “0”. The class with the lowest mark, including the first missed class, is dropped from the grade calculation. You do not need to request academic consideration for the first missed class. Any academic consideration requests for the first missed class will be denied.

Academic consideration requests with supporting documentation may be granted when you miss **one or two additional** classes, and these missed classes will be dropped from the calculation of the final LT1 grade. If you receive academic consideration with supporting documentation for **three or more weeks** of class contribution, in addition to your first missed class, you may be offered withdrawal from the course without academic penalty as a consideration.

If you miss more than three classes without academic consideration (including your first missed class), you will receive a “0” in LT1 for the term.

LT2: Critique of a Leadership Belief. You are expected to submit LT2 by November 12, 2024, at 9:30 am, and will receive a 2%-point bonus for submitting by this deadline. Should extenuating circumstances arise, you are permitted to submit this LT up to November 15, 2024, at noon without a late penalty, grade bonus, or academic consideration. Failure to submit your LT by November 15, 2024, at noon, will result in a zero on this LT. An academic consideration with documentation will be required to submit after November 15, 2024, at noon. Please note that this LT will NOT be reweighted, as all components of course assessment must be completed (see **Essential Learning Requirements**).

6. Lecture and Examination Schedule

A weekly learning plan for this course is posted on the Getting Started Page on OWL. On average, you can expect to spend 6 hours per week on this course:

1.5 hours reading articles, chapters, and reports.

1.5 hours preparing cases or exercises.

3.0 hours for class.

These times will vary by individual depending on how much effort you exert and how fast you read. You should also expect to spend additional time researching and writing LT2.

There are no midterm exams in this course. The final exam date/time/location will be released by the Office of the Registrar.

7. Student Responsibilities

You should familiarize themselves with Western University Senate Regulations, please see:

http://www.uwo.ca/univsec/academic_policies/index.html.

7.1 Respect

Please act respectfully towards the classroom, the instructor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the instructor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see your instructor. Late arrivals are also distracting. Please try to arrive on time for classes.

7.2 No Recording of Classes

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the instructor.

7.3 Copyright Notice

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may **not** record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without the written consent of your instructor.

7.4 Checking Course OWL site

You are responsible for checking the course OWL site (<https://westernu.brightspace.com/>) regularly for news and updates. This is the primary method by which information will be disseminated to all students. If you need assistance with the course OWL site, go to [OWL Brightspace Help](#) page. Alternatively, you can contact the Western Technology Services Helpdesk by phone at 519-661-3800 or ext. 83800.

7.5 Viewpoint Diversity, Mutual Understanding, and Constructive Disagreement

We may discuss topics that are controversial. To create an environment that supports respectful, critical inquiry through the free exchange of ideas, the following principles will guide our work:

- Welcome all viewpoints
- Treat every member of the class with respect, even if you disagree with their opinion
- Acknowledge different perspectives, opinions, and conclusions
- Explore other people's ideas with curiosity, not derision

- Expect and welcome constructive disagreement, because it sharpens thinking, deepens understanding, and reveals novel insights
- Avoid making inferences and conclusions about the person holding the opinion
- Remember, no ideas are immune from scrutiny and debate
- Know that you will not be graded on your opinions.

It is possible that you may feel uncomfortable hearing ideas that are different than your own. You do not have to change your beliefs, but it may be possible for you to improve your own ideas, to get the best ideas from other perspectives, and to learn how your own ideas might be incorrect or incomplete.

Source: Lemoine, G. J. (2024, May 23). *Embrace, don't avoid, morally controversial topics in class*. Inspiring Minds. Harvard Business Publishing.

8. Exam Policies

The final exam in this course will be in-person. The following policies are in effect:

- Bring student identification.
- Nothing is to be on/at one's desk during an exam except a pen, pencil, an eraser, a non-programmable calculator, and your student card.
- Do not bring or wear smart watches, music players, cell phones, beepers, or other electronic devices.
- Dictionaries are not allowed in examinations.
- Do not wear baseball caps.
- To ensure fairness to all students, questions will not be answered during exams.
- You are responsible for material covered in the lectures, discussions, and the assigned readings.
- Exams will not be returned to you but may be reviewed by contacting your instructor.

9. E-mail Policies

The following policies apply to all emails between students and the instructor. Please respect that I receive hundreds of emails from students and must deal with those emails in a fair and organized manner. I check email and OWL daily Monday through Friday between the hours of 7:30 am and 3:30 pm. I do not check OWL or email in the evenings or during the weekend, so plan accordingly.

Course Content Questions on OWL Discussions. If you have questions about course content, please check OWL Discussions to see whether your question has been answered. If you cannot find the information you need there, post your question, so other students can benefit from your query.

LT Questions on OWL Discussions. If you have questions about a LT, including weekly postings for LT1, please check the LT instructions, rubric, and templates. If your question is not answered in these documents, check OWL Discussions to see whether your question has been answered. If you cannot find the information you need there, post your question, so other students can benefit from your query.

Personal Discussions. Please come to office hours or make an appointment to discuss any personal, academic, or group work issue in person.

Grades. I do not discuss grades via email. If you wish to discuss a grade, please read my feedback and the LT instructions and rubric carefully before contacting me by email to arrange an appointment or visit me during my office hours.

Privacy. To protect your privacy, I will discuss your grades only with you. I cannot share information about another student's grades, so discussions comparing grades between students will not be entertained.

Appointments. You are welcome to meet with me during my office hours or a mutually convenient time. Please let me email me in advance of the meeting with the topic you wish to discuss so I can be prepared.

Unacceptable emails will receive a reply saying only “Please see Email Policies on the course outline”.

9.1 UWO.CA Email Addresses Only

For privacy reasons, you must use their Western email accounts to contact me. The I will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

9.2 Subject Line Must Include Course and Section Number

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. I teach different courses and sections and cannot properly respond to questions if I do not know which course or section you are enrolled in.

9.3 Acceptable Emails

- asking to set up an appointment (include topic, and a couple of date/time options)
- notifying me of illness or other special circumstances
- providing constructive comments or feedback about the course

9.4 Unacceptable Emails

- asking questions about course content or LTs (should be on OWL Discussions)
- asking when grades will be posted
- asking what grade that you received
- asking where or when an exam is scheduled, or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components
- requests to review or provide feedback on a LT before it has been marked

10. Attendance

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis.

Attendance at all classes in this course is expected; however, circumstances may arise which make it impossible for you to attend class. For this reason, you will be excused from one class without affecting your LT1: Contribution to Learning grade. Note that students who miss more than three classes without an academic consideration will receive “0” for LT1. In the situation of an extended absence please discuss with your Academic Advisor.

Under University regulations, your instructor can determine at which point absenteeism has become excessive and approach the Provost, who may stop your final exam or paper from being marked, thus preventing you from passing the course.

10.1 Short Absences.

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

10.2 Extended Absences.

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The [Academic Counsellors](#)

can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

11. Grade Fairness

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried. Grades will not be adjusted on the basis of need. It is important that you monitor your performance in the course. Remember: You are responsible for your grades in this course.

Claims of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or assignments available for extra credit or to “make up” for a course component that was missed or performed poorly. You, the student, are responsible for the grades earned.

The DAN Department has a grade policy which states that for courses in the 3000-4000 range, the class average must fall between 70% and 77% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for appeal.

12. Posting of Grades

Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the [Student Centre](#) website.

13. University Policy Regarding Illness, Absence and Accommodation

13.1 Illness

You will need to provide a Student Medical Certificate if the absence is medical or provide appropriate documentation if there are compassionate grounds for the absence in question. You are encouraged to contact their Faculty Academic Counselling office to obtain more information about the relevant documentation.

For privacy reasons, you should also note that individual instructors should not receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences must be submitted to the Academic Counselling office of a student's Home Faculty.

For details on the Policy on Accommodation for Medical Illness, go to:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration.pdf

You can download the Student Medical Certificate (SMC) here:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf

13.2 Accessible Education

Students with disabilities work with Accessible Education (formerly SSD) which provides recommendations for accommodation based on medical documentation or psychological and cognitive testing. The accommodation policy can be found here:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Accommodation_disabilities.pdf

Students needing access to Accessible Education should register here:

http://academicsupport.uwo.ca/accessible_education/index.html

13.3 Religious Accommodation

When conflicts with a religious holiday that requires an absence from the University or prohibits certain activities, you should request an accommodation for their absence in writing to the course instructor and/or the Academic Advising office of their Faculty of Registration. This notice should be made as early as possible but not later than two weeks prior to the writing or the examination (or one week prior to the writing of the test).

Please visit the Diversity Calendars posted on our university's EDID website for the recognized religious holidays: <https://www.edi.uwo.ca>.

14. University Policy on Cheating and Academic Misconduct

Scholastic offences are taken seriously and you 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

You are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. You are urged to read the section on Scholastic Offenses in the [Academic Calendar](#).

Scholastic Offenses. Note that such offenses 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. If you are in doubt about whether what you are doing is appropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

Generative AI. In this course, you are permitted to use AI tools exclusively for information gathering and preliminary research. These tools are intended to enhance your learning experience by providing access to diverse information sources. However, it is essential that you critically evaluate the obtained information, exercise independent thinking, and engage in original research to synthesize and develop your own ideas, arguments, and perspectives. Any AI tool should be used ethically and responsibly and must be cited. You should note that AI tends to hallucinate (that is, it makes up information); it is your responsibility to check each claim and citation to ensure that the information is real, and that the citations exist.

Written communications should reflect your own thoughts and independent written work. You should generate your own text and figures (e.g., graphs, diagrams, illustrations) rather than using AI generated ones. You may **not** use AI translation or writing tools to produce written content for this course, including written posts for LT1 (exercises, case analyses, or reflections) or for LT2 Critique of a Leadership Belief.

A copy of guidelines about how to avoid cheating can be obtained from the [Office of the Ombudsperson](#), Room 3135 WSSB, (519) 661-3573, ombuds@uwo.ca.

Exams. Cheating on exams will not be tolerated; you are referred to the university policy on scholastic offenses. Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating.

Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask you to move to another seat during the exam, cover your paper, avert your eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring.

Penalties. The penalties for a student guilty of a scholastic offense 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.

15. Procedures For Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, they may then appeal to the Dean of the Faculty in which the course of program was taken.
4. 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 Office of the Ombudsperson.

16. Support Services

16.1 Support Services

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation at <http://www.registrar.uwo.ca>

Student Support Services (***including the services provided by the USC listed here***) can be reached at: <http://westernusc.ca/services/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Students who are in emotional/mental distress should refer to Health and Wellness: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

16.2 Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.