COMMGT 9340Y Section – 001/002
Masters of Management of Applied Science
Fall/Winter 2019
Course Outline

1. Course Information:
   1.1. Class Location and Time:
       - Section 001: Fridays, 9:30 – 12:20pm, WIRB 1130
       - Section 002: Fridays, 1:30 – 4:20pm, NCB 284
       
       NOTE: This class does not meet every week. Please consult the detailed schedule that follows for exact class dates.

   1.2. Contact Information:
       
       Instructor: Jeff Bouwman
       Office: NCB 218
       Office Hours: By appointment if required (Thursday’s/ 2-3pm on the same weeks as class)
       Phone: 661-2111 x87731
       Email: jbouwman@uwo.ca

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. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you.

You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2147 for any specific question regarding an accommodation. More information about “Accessibility at Western” is available at: http://accessibility.uwo.ca

2. Calendar Description
   2.1. Course Description:

       The goal of this course is to provide an understanding of leadership in an organization setting, to prepare students to undertake formal and informal leadership roles throughout their career.

       Three lecture hours, varying weeks as per schedule.

   2.2. Antirequisite(s):

       None
2.3. Prerequisite(s):
Enrolment in MMASc only

2.4 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."

3. Textbooks

Textbook ONE: The 5 Levels of Leadership: Proven Steps to Maximize Your Potential
ISBN-10: 159995365X
Author(s): John C. Maxwell
Publisher: Center Street

Textbook TWO: Conversations Worth Having: Using Appreciative Inquiry to Fuel Productive and Meaningful Engagement
SBN-10: 152309401X
Authors: Jacqueline M. Stavros (Author), Cheri Torres (Author), David L. Cooperrider (Author)
Publisher: Berrett-Koehler Publishers (May 22 2018)

4. 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.

4.1. Course objectives
The objectives of the course are to:

1) Provide students with an understanding of the roles and responsibilities of leaders in an organization

2) Identify and relate to - current and future leadership trends

3) Develop self-awareness, enhance emotional intelligence, and increase relational capacity

4) Gain an understanding of the key dynamics that allow some teams to thrive, while others falter

5) Learn how to facilitate conversations with groups (of all sizes), to create team safety, shared purpose, and configurations of strengths

6) Develop an understanding of the impact varying leadership styles have on individual and organizational performance
7) Develop skills that enable the students to influence others and drive positive change
8) Learn to manage interpersonal and team relationships effectively

4.2. Course format
This course is delivered across Terms 1 and 2 and is delivered in an experiential setting, consisting of discussion, individual / group exercises, independent research, assessments, and team workshops. Guest lecturers will be brought in to enhance learning around leadership trends, and leadership styles. Students are expected to be active participants in the learning process by engaging in the exercises in the class setting. Students will have an opportunity to fill different leadership roles over the duration of the course.

All classes will utilize the 'learn, apply, and reflect' model of experiential learning.

5. Learning Outcomes
 Understand the roles and responsibilities of leadership in an organization
 Demonstrate self-awareness and manage themselves effectively in leadership roles
 Engage in a development plan to enhance their leadership skills
 Manage interpersonal and team relationships effectively
 Adapt to and lead change in an organization

6. Evaluation
This course will be graded on a Pass/Fail basis. Passing the course will require you to satisfactorily complete each of the following course components.

6.1. Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. This is a graduate-level course and graduate-level work, which includes active participation in class discussions and activities and high-quality written work, is expected.

Much of a leader’s success depends on communication; therefore, effective written and oral communication will constitute a significant portion of a student’s grade. Written work should be clear, logical, grammatically correct, spell-checked, persuasive, supported by examples, and backed up by citations for any data, ideas or other content used. It should represent the student’s best effort. To do well on the writing assignments, you will need to incorporate and apply the course readings (required and recommended).

6.2. A graduate passing grade will be obtained by (a) handing in all work and assignments on time, supporting team activities based on the material covered in each of the 13 classes and meeting the criteria specified below, and (b) participating in class discussions and attending every class (illness excepted).

6.3. The objective of the three hand in assignments is to provide you with an opportunity to reflect on the meaning of the reading/discussion, activity from class, and to integrate our insights with the material assigned as it relates to your personal development as a leader.

6.4. Participating in class discussions is critical to the learning process in a course such as this. It represents active engagement and involvement with your own insights and learning, as well as a willingness to contribute to the shared learning of all students in the class. It is understood that not everyone will be able to or want to participate in all aspects of every class discussion. **A minimum goal to PASS for all students is to actively participate in no less than 80% of the classes and attend 100%**. (Illness excepted).
6.6 A **FAIL** grade will be assigned for students who miss class without notification to the professor of the reason for the absence. Work-related absences are missed classes. Please deal with your employer in advance (after reviewing this document).

**Project One:** An Inquiry into the Stories and Lives of Leaders in the Field

Students will conduct two appreciative interviews with business change leaders to capture innovations and visions of a future where business and society are even more positively connected. Students will submit one report on their inquiries that capture 1) the high point stories or moments of excellence that leader shared, 2) the qualities that the leader brings to the organization, 3) the visions that leader has as it relates to the role of leaders in the future, and 4) key learnings about leadership from the student.

**Project Two:** Personal Leadership Development Plan

Students will be expected to research the latest in leadership develop planning systems and tools in the market today and build their own personal development plan. This leadership plan will include a purpose statement, strengths assessment, hopes & aspirations for the future, resources and courses of action.

**Project Three:** 5 Levels of Leadership

Students will have the opportunity to observe live interviews of several Leaders over the course of the term. Students will submit an individual paper outlining the characteristics of each leader and make recommendations on the leaders they would most want to work for (with supporting evidence).

**Journal**

Throughout the course, students are encouraged to use their journal as a means of reflective practice. Reflect on the course readings and discussions and how they might apply to their professional life. The journal can allow you to keep track of ideas and questions on leadership and decision-making, reactions to in-class exercises and the team project, examples of good and bad practices, ideas from the readings, and thoughts on your own progression. We will pause during several class sessions for “Ask Yourself” reflective exercises that you should include in your journal. Feel free to add items that contribute to your learning, including articles, quotes, conversations, comics, drawings, etc. Make it your own.

The best way to maximize the learning from this course is to bring your journal with you to class and write in it frequently. The more frequently you use it, the more valuable it will become. Although the journal is for your eyes only and will not be collected or graded, it will sometimes be used as the basis of class or small group discussions and will be very helpful in completing Project Three.

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course.
7. Lecture and Assignment Schedule

Class one: Sept 13th
Class two: Sept 27th
Class three: Oct 11th
Class four: Oct 25th
Class five: Nov 15th (Assignment #1 is due)
Class six: Nov 22nd

Class seven: Jan 10th
Class eight: Jan 24th (Assignment #2 is due)
Class nine: Feb 7th
Class ten: Feb 28th
Class eleven: Mar 13th
Class twelve: Mar 27th (Assignment #3 is due)
Class thirteen: Apr 3rd.

8. Student Responsibilities

For Students should familiarize themselves with Western University Senate Regulations, please see: http://www.uwo.ca/univsec/academic_policies/index.html.

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 must attend classes on a consistent basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you do miss a class, you should try to obtain this material from another student.

8.1 Respect

Please act respectfully towards the classroom, the Professor 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 Professor. 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 the instructor.

Late arrivals are also distracting. Please try to arrive on time for classes.

8.2 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 professor.
8.3 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 my written consent.

9. Exam Policies
Not applicable

10. E-mail Policies
The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only “Please see Email Policies on the course outline”.

10.1 UWO.CA Email Addresses Only
For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

10.2 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. The Professor teaches different courses and sections and cannot properly respond to questions if he does not know which course or section you are enrolled in.

10.3 Acceptable Emails
- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

10.4 Unacceptable Emails
- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student 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

11. Attendance
It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

11.1 Short Absences.
If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements. Cover any readings and arrange to borrow the missed lectures notes from a classmate.
12. 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.

13. University Policy Regarding
13.1 Illness
For details on University Policy and student responsibilities go to:
https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Consideration_for_absences.pdf

Students who experience an extenuating circumstance (illness, injury, or other extenuating circumstance) sufficiently significant to temporarily render them unable to meet academic requirements must schedule a meeting with the MMASc or GHS coordinator as soon as possible.

i. For medical absences, submitting a Student Medical Certificate (SMC):
https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf
signed by a licensed medical or mental health practitioner in order to be eligible for Academic Consideration; or

ii. For non-medical absences, submitting appropriate documentation (e.g., obituary, police report, accident report, court order, etc.) to your Professor in order to be eligible for academic consideration. Students are encouraged to contact their Program Coordinator to clarify what documentation is appropriate.

Students seeking academic consideration:

- are encouraged to make appropriate decisions based on their specific circumstances, recognizing that minor ailments (upset stomach) or upsets (argument with a friend) are not an appropriate basis for a self-reported absence;
- **must communicate with their instructors no later than 24 hours** after the end of the period covered by either the self-reported absence or SMC, or immediately upon their return following a documented absence.

14. University Policy on Cheating and Academic Misconduct
Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. 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 inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

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.

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. Support Services

15.1 Support Services
The Registrar’s office can be accessed for Student Support Services 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/
Student Development Services can be reached at: http://www.sdc.uwo.ca/
Students who are in emotional/mental distress should refer to Mental Health@Western http://www.health.uwo.ca/mental_health/ for a complete list of options about how to obtain help.

15.2 Academic Concerns.
If you are in academic difficulty, it is strongly recommended that you see your Spoke Coordinator.