This course introduces students to the concepts of Leadership, Management and Project Planning in international development and gives insight into how to work effectively in an international context. This course will assist students to achieve a deep and broad understanding of how international development cooperation works in order to effectively use their interpersonal and engineering abilities in developing countries. The general objectives are for the student to become able to:

- Continue to develop a deep and broad understanding of how international development cooperation works
- Acquire the tools to prepare to be an effective practitioner, leader and manager of international development projects
- Improve written and oral communication skills through thoughtful class contribution, presentations, debates and discussions
- Apply knowledge to case studies and effectively work through making management decisions in the context of an international development project
- Analyze, relate and explain key development issues, problems, solutions and consequences
- Recognize the need for life-long learning to keep abreast of new methods in international development. Also to enhance one’s abilities as an effective leader and manager working collaboratively to bring the project to completion while continually enhancing one’s engineering competency.

**Calendar Copy:**
The course will assist students to achieve a broad understanding of being a manager of an international development project and to enable the effective use of engineering in developing countries. The course covers what works and does not work in international development, the results targeted in development work, and effective approaches and methodologies to achieve those ends.

**Prerequisites:** Admission to the Environmental Engineering with International Development Option or the Structural Engineering with International Development Option.

**Antirequisite:** None

**Note:** It is the student's responsibility to ensure that all Prerequisite conditions are met or that special permission to waive these requirements has been granted by the Faculty. It is also the student's responsibility to ensure that they have not taken a course listed as an Antirequisite. The student may be dropped from the course or not given credit for the course towards their degree if they violate the Prerequisite, Corequisite or Antirequisite conditions.
Class/Contact Hours:  Tuesday 8:30 – 10:30  and  Friday 11:30 – 1:30
4 lecture hours per week: (recommended additional personal study: 4+ hours per week).

If circumstances change to make this course an online course it will involve the following to engage with students. Students are expected to be actively engaged in discussion with their videos on. One will involve written assignments, reading case studies, watching/analyzing videos, written comments, and presentations. The Second method will involve classes for all students on Zoom to share critical analyze, personal experiences, give opinions, engage in role plays, debates and present group work.

The Zoom meetings will be listed as a Recurring meeting allowing the same link to be used for each meeting.

Attendance at the lectures is mandatory.

Instructor:
Christine Gilmore, Email: cgilmor4@uwo.ca.
Administrative Support: Sandra McKay-Room SEB 3005  or  on line via email
Office Hours:  in-person or Zoom ......to be determined after consultation with class

Textbook: same book used in CEE 3327a
International Development: A Casebook for Effective Management in the UWO bookstore  OR
e-Book can be obtained from the Publisher
Frederick Keenan and Christine Gilmore (Authors)
Publisher: iUniverse Inc. (01/06/2011)   ISBN: 978-1- 4502- 5526- 4

Other References:
Additional Reading / viewing will be provided throughout the course.

Units:  SI units will be used in lectures and examinations

Course Style:
The pedagogical model is collaborative learning, and the classes will be based on discussions, planning, case studies, debates, role plays, presentations, as well as lectures.

Students are expected to be prepared to discuss the weekly readings and videos with your classmates. The course instructor will provide mentorship and guidance for the students to undertake individual and collective learning processes focused on achieving the course objectives.

Students will research topics and present their findings to the class. Projects will explore pertinent areas of international development, Project Planning, Management and Leadership.

By the end of the course, the student should be able to articulate her/his own learning with respect to these key points aligned with the course’s specific learning objectives:
Specific Learning Objectives: (GS Indicator- bold denotes evaluated indicator)
(Graduate Attributes addressed: Group/Individual work ITW 1,2, 3, Communication CS2,3, Professionalism PR 2, Impact of engineering on society and environment IESE 1,2,3

- Show their comprehensive knowledge of what is happening in the world [IESE 1]
- Explain what works and what doesn’t in international development cooperation and Why [IESE 1,2,3, CS 2]
- Articulate what lessons were learned from various aspects of international development cooperation [CS 2,3]
- Apply knowledge to case studies and effectively work through making management decisions in the context of an international development project [IESE 2]
- Use critical thinking skills to make good decisions in complex situations [PR 2]
- Improve written, confidence, communication and presentation skills [CS2, CS 3]
- Be able to provide advice and Leadership on international development cooperation projects [CS 2,3, PR 2, ITW 2]
- Identify challenges, circumstances and consequences faced by developing countries in our global community [IESE 1,]
- Acquire the tools to prepare to be an effective practitioner, leader and manager of international development projects [ITW 1,2]
- Expand their global perspectives as to what is happening in other countries [IESE 3] [PR 2]
- Describe major aspects learned from international development that will enhance one’s effectiveness as an engineer working as a Project Manager and Leader [ITW 2, ITW 3]
- Demonstrate their knowledge of the decision making processes to formulate strategy to solve problems [IESE 2]

General Learning Objectives

E=Evaluate, T=Teach, I=Introduce (Advanced Level)

<table>
<thead>
<tr>
<th>Problem Analysis</th>
<th>T</th>
<th>Team Work</th>
<th>E</th>
<th>Ethics and Equity</th>
<th>I</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigation</td>
<td>T</td>
<td>Communication</td>
<td>E</td>
<td>Economics and Project Management</td>
<td>T</td>
</tr>
<tr>
<td>Design</td>
<td></td>
<td>Professionalism</td>
<td>E</td>
<td>Life-Long Learning</td>
<td>T</td>
</tr>
<tr>
<td>Engineering Tools</td>
<td></td>
<td>Impact on Society</td>
<td>E</td>
<td>Knowledge base for Engineering</td>
<td></td>
</tr>
</tbody>
</table>

Evaluation Breakdown:
The final course mark will be determined as follows:
  Case Analysis Quiz ..................15%
  News Article Assignment .......... 20%
  Controversial Issues assignment ....15%  research and written
  Class Contribution .................10% (group work, debates, role-play, discussions, analysis)
  Final Exam ......................... 40%

Total ........ 100%
Written work will be handed in on dates provided- submitted online to OWL-Assignments folder

**Note:** (a) **Students must pass the final examination to pass this course.** Students who fail the final examination will be assigned the aggregate mark, as determined above, or 48%, whichever is less.

b) **Students must turn in all individual assignments and projects to pass this course.** Students who do not satisfy this requirement will be assigned 48% or the aggregate mark, whichever is less.

(c) **Students who have failed this course previously must repeat all components of the course.** No special permissions will be granted enabling a student to retain laboratory, assignment or test marks from previous years. Previously completed assignments and laboratories cannot be resubmitted.

(d) Should any of the classes conflict with a religious holiday that a student wishes to observe, the student must inform the instructor of the conflict no later than two weeks before the scheduled class.
(For further information on Accommodations for Religious Holidays see [http://www.uwo.ca/univsec/handbook/appeals/accommodation_religious.pdf](http://www.uwo.ca/univsec/handbook/appeals/accommodation_religious.pdf))

1. **Final Examinations:**
The 3 hour final examination will be CLOSED BOOK. Calculators are not required.
The exam may be written in-person (3 hours) or online through OWL-Tests & Quizzes (3hr.+20 minutes + any accommodation requested)

**Part marks may be awarded for some of the questions on the final exam.**
Following an online written examination, there may be the need for a 10-15 minute oral examination to review and discuss the written exam answers.

2. **Assignments**

  a) **Assignments**

  Three assignments will be completed for this class: the News Article Assignment (15%), a Controversial Issues written Assignment (20%), and a Case Analysis Quiz (15%)

  i. The News Article Assignment will involve 4 weekly news log submissions due on the dates stated on the information sheet, plus a Reflection paper on a scheduled date—send to News Log #1, #2 etc. folder, in OWL-Assignments)

  An article of particular interest will be chosen by the instructor. The student who submitted it will be asked to present the article’s information, situation and to lead the class in discussion.

  ii. The Controversial Issues Assignment will be researched and written. The student will choose 2 issues out of 4-5 issues listed. After being marked—the issues will be discussed or debated in class.

  iii. The Case Analysis QUIZ will be conducted during class time—in person or online in OWL Zoom.
b) Weekly Case Studies, Articles, Radio interviews, Videos:

**Homework:** Assignments and readings for discussions will be communicated via OWL on Class tabs weekly (Tuesday) which gives students 6 days in advance of when work is due and will contain:

i. Case study information, articles, videos, radio interviews, guiding questions for discussions or debates on the case - for the following Tuesday or Friday class

ii. Instructions for short written assignments due in the following Tuesday or Friday’s class, unless otherwise stated in class.

iii. Reminders of upcoming student presentations etc. The assignments are intended to broaden students’ knowledge of international development topics and assist with class discussion.

Case studies must be read in advance of class and students should prepare adequate notes to guide them in class discussion and debates. Students are responsible for keeping a copy of their written work.

**Please, note that late assignments will be penalized as follows:**
Within 24 hrs. of deadline 10% will be deducted
Within 48 hrs. of deadline 20% will be deducted
Within 72 hrs. of deadline 30% will be deducted.
Assignments handed in after 72 hrs. have passed from the deadline will not be graded.

3. Class Contribution/Participation worth 10%.

As this is a collaborative style course, you are expected to contribute to the collective learning of the class. In order to do so, you must prepare the readings/viewings carefully in advance of the class. During class, you must listen actively to the class conversation, build on classmate’s information, offer insights, and contribute meaningfully. It also means that you are respectful of your classmates and their opinions, are punctual to class, and do not engage in negative or disruptive behaviours.

It is important to discriminate between class participation and contribution. Class participation focuses on you, whereas class contribution focuses on the benefits you accrue to the class.

If we have in-person classes- (Depending on the class size) For large classes-You will be expected to self-evaluate your class contributions and participation (mark out of 10) on a random class basis and submit this mark to the course instructor. The instructor will also assign an evaluation mark for each student out of 10.
For the in-person and online classes, the instructor will be keeping track of classes when students are absent.
For the online classes the instructor will also be keeping track of who speaks and offers opinions, ideas, solutions, etc. in the Zoom classes.
4. Use of English
In accordance with Senate and Faculty Policy, students may be penalised up to 10% of the marks on all assignments, tests, and examinations for the improper use of English. Additionally, poorly written work with the exception of the final examination may be returned without grading. If resubmission of the work is permitted, it may be graded with marks deducted for poor English and/or late submission.

Cheating:
University policy states that cheating is a scholastic offence. The commission of a scholastic offence is attended by academic penalties that might include expulsion from the program. If you are caught cheating, there will be no second warning.

For more information on scholastic offenses, please see: http://www.uwo.ca/univsec/handbook/appeals/scholastic_discipline_undergrad.pdf

Attendance:
Any student who, in the opinion of the instructor, has not engaged sufficiently in class, laboratory, or tutorial periods will be reported to the Dean (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean, the student will be debarred from taking the regular final examination in the course.

Accommodation:
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: Academic Accommodation for Students with Disabilities.

Sickness and Other Problems:

Academic Consideration for Absences
Students should immediately consult with the instructor if they have any problems that could affect their performance in the course. The student should seek advice from the instructor regarding how best to deal with the problem. Failure to notify the instructor (or as soon as possible thereafter) will have a negative effect on any appeal. Please visit for information on how to submit a request for Academic Consideration: https://www.eng.uwo.ca/undergraduate/academic-consideration-for-absences.html

Clearly define how the absence will be handled (e.g., an extension, make-up opportunity, or reweighting).

When defining the rules for excused absences, you should ensure that the essential requirements of the course are still met. For example, if the final examination is not cumulative, it would normally be advisable to offer a make-up for the midterm test rather than a reweighting to the final.

Religious Accommodation
Students should consult the University’s list of recognized religious holidays, and should give reasonable notice in writing, prior to the holiday, to the Instructor and an Academic Counselor if their course requirements will be affected by a religious observance. Additional information is given in the Western Multicultural Calendar.
**Use of Recordings:**

All of the remote learning sessions for this course will be recorded. The data captured during these recordings may include your image, voice recordings, chat logs and personal identifiers (name displayed on the screen). The recordings will be used for educational purposes related to this course, including evaluations. The recordings may be disclosed to other individuals under special circumstances. Please contact the instructor if you have any concerns related to session recordings.

Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation, or the participant has the prior written permission of the instructor.

**Conduct:**

Students are expected to arrive at lectures on time, and to conduct themselves during class in a professional and respectful manner that is not disruptive to others. Please turn off your cell phone before coming to a class, tutorial, quiz or exam. On the premises of the University or at a University-sponsored program, students must abide by the Student Code of Conduct: [http://www.uwo.ca/univsec/board/code.pdf](http://www.uwo.ca/univsec/board/code.pdf)

**Use the above for 4th year in-person courses**

**Use the below for online courses**

Some components of this course will involve online interactions. To ensure the best experience for both you and your classmates, please honour the following rules of etiquette:

- please “arrive” to class on time
- please use your computer and/or laptop if possible (as opposed to a cell phone or tablet)
- ensure that you are in a private location to protect the confidentiality of discussions in the event that a class discussion deals with sensitive or personal material
- to minimize background noise, kindly mute your microphone for the entire class until you are invited to speak, unless directed otherwise
- [suggested for classes larger than 30 students] In order to give us optimum bandwidth and web quality, please turn off your video camera for the entire class unless you are invited to speak
- [suggested for cases where video is used] please be prepared to turn your video camera off at the instructor’s request if the internet connection becomes unstable
- unless invited by your instructor, do not share your screen in the meeting

The course instructor will act as moderator for the class and will deal with any questions from participants. To participate please consider the following:

- if you wish to speak, use the “raise hand” function and wait for the instructor to acknowledge you before beginning your comment or question
- remember to unmute your microphone and turn on your video camera before speaking
- self-identify when speaking.
- remember to mute your mic and turn off your video camera after speaking (unless directed otherwise)
General considerations of “netiquette”:
· Keep in mind the different cultural and linguistic backgrounds of the students in the course.
· Be courteous toward the instructor, your colleagues, and authors whose work you are discussing.
· Be respectful of the diversity of viewpoints that you will encounter in the class and in your readings. The exchange of diverse ideas and opinions is part of the scholarly environment. “Flaming” is never appropriate.
· Be professional and scholarly in all online postings. Cite the ideas of others appropriately.

Note that disruptive behaviour of any type during online classes, including inappropriate use of the chat function, is unacceptable. Students found guilty of Zoom-bombing a class or of other serious online offenses may be subject to disciplinary measures under the Code of Student Conduct.

Contingency plan for an in-person class pivoting to 100% online learning:

In the event of a COVID-19 resurgence during the course that necessitates the course delivery moving away from face-to-face interaction, all remaining course content will be delivered entirely online, either synchronously (i.e., at the times indicated in the timetable) or asynchronously (e.g., posted on OWL for students to view at their convenience). The grading scheme will not change. Any remaining assessments will also be conducted online as determined by the course instructor.

Online Proctoring Notice:

1. If using Proctortrack or alternative remote proctoring solution only:

Tests and examinations in this course will be conducted using the remote proctoring service, Proctortrack. By taking this course, you are consenting to the use of this software and acknowledge that you will be required to provide personal information (including some biometric data) and the session will be recorded. More information about this remote proctoring service is available in the Online Proctoring Guidelines at the following link:

https://www.uwo.ca/univsec/pdf/onlineproctorguidelines.pdf

Completion of this course will require you to have a reliable internet connection and a device that meets the technical requirements for this service. Information about the technical requirements are available at the following link:

https://www.proctortrack.com/tech-requirements/.

2. If using Zoom Only:

Tests and examinations in this course will be conducted using Zoom. You will be required to keep your camera on for the entire session, hold up your student card for identification purposes, and share your screen with the invigilator if asked to do so at any time during the exam. The exam session will not be recorded.*

More information about the use of Zoom for exam invigilation is available in the Online Proctoring Guidelines at the following link:

Completion of this course will require you to have a reliable internet connection and a device that meets the system requirements for Zoom. Information about the system requirements are available at the following link:

https://support.zoom.us/hc/en-us.

* Please note that Zoom servers are located outside Canada. If you would prefer to use only your first name or a nickname to login to Zoom, please discuss this with your instructor in advance of the test or examination.

3. If using both Zoom and Proctortrack or alternative remote proctoring solution:

Tests and examinations in this course will be conducted using both Zoom and the remote proctoring service, Proctortrack.

When Zoom is used for exam invigilation, you will be required to keep your camera on for the entire session, hold up your student card for identification purposes, and share your screen with the invigilator if asked to do so at any time during the exam. The exam session using Zoom will not be recorded.*

Proctortrack will require you to provide personal information (including some biometric data). The session will be recorded. By taking this course, you are consenting to the use of this software. More information about remote proctoring is available in the Online Proctoring Guidelines at the following link:  https://www.uwo.ca/univsec/pdf/onlineproctorguidelines.pdf.

Completion of this course will require you to have a reliable internet connection and a device that meets the system and technical requirements for both Zoom and Proctortrack. Information about the system and technical requirements are available at the following links:

https://www.proctortrack.com/tech-requirements/,

https://support.zoom.us/hc/en-us.

* Please note that Zoom servers are located outside Canada. If you would prefer to use only your first name or a nickname to login to Zoom, please discuss this with your instructor in advance of the test or examination.

**Notice:**

Students are responsible for regularly checking their email, course website (https://owl.uwo.ca ) and notices posted outside the Civil and Environmental Engineering Department Office

**Consultation:**

Students are encouraged to discuss problems with their teaching assistant and/or the Instructor in tutorial sessions. Office hours will be arranged for the students to meet with the Instructor and teaching assistants. Other individual consultation can be arranged by appointment with the instructor.

The document “INSTRUCTIONS FOR STUDENTS UNABLE TO WRITE TESTS OR EXAMINATIONS OR SUBMIT ASSIGNMENTS AS SCHEDULED” is available.