Description: This course is for students who have an interest in leadership, primarily in an engineering context. We will examine the personal attributes that impact leadership style, with a particular focus on aspects of character. We will discuss practical leadership issues in managing people and teams, including performance management. We'll also look at the importance of leadership and vision in driving change. Our overall objective in the course is to provide a framework for understanding how the student may adapt and utilize their own personal attributes to become a more effective leader in their life and in their future career.

This course is being offered in-person but will include a significant portion of online learning activity in a “flipped classroom” format.

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Tel: 519-661-2111x89367
Pronouns: He, Him, His

Consultation hours: By appointment

Academic Calendar Copy: This course develops leadership success skills, providing insight into individual attributes, character and behaviour and how they impact leadership style and approaches. Other critical topics include: vision and leading change, leading through crises, coaching, managing performance, and developing organizational culture.

Contact Hours: 3 lecture hours/week, 0.5 course.
Prerequisites: None
This course is intended for upper year Engineering students.

CEAB Accreditation Units: Complementary Studies (Elective Course) = 100% or 36 AUs

Required Textbook: Ivey Publishing Course Pack (print copy or digital download copy instructions will be provided in class)

Other Required References: Copies of material discussed in class will be provided.
General Learning Objectives (CEAB Graduate Attributes)

<table>
<thead>
<tr>
<th>Knowledge Base</th>
<th>Use of Engineering Tools</th>
<th>Impact on Society and the Environment</th>
<th>Notation: x/y, where x is the cognitive level (1: Remember, 2: Understand, 3: Apply) at which the attribute is assessed and y is the academic level (1: Beginner, 2: Intermediate, 3: Advanced) at which the attribute is assessed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem Analysis</td>
<td>Individual and Team Work</td>
<td>2/3</td>
<td>Ethics and Equity 3/3</td>
</tr>
<tr>
<td>Investigation</td>
<td>Communication Skills</td>
<td>3/3</td>
<td>Economics and Project Management</td>
</tr>
<tr>
<td>Design</td>
<td>Professionalism</td>
<td>2/3</td>
<td>Life-Long Learning 2/3</td>
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Topics and Specific Learning Objectives

At the end of this course, students will be able to…

1. **Topic: Leadership, Communication Styles & Personality Types**
   - a. provide a working definition of leadership and describe the differences between supervision, management and leadership
   - b. communicate with people that have different communication styles
   - c. identify strategies to use their own personality type to enhance leadership capability

2. **Topic: Leader Character**
   - a. identify and explain the 10 aspects of character
   - b. identify strategies to enhance and develop their own key character aspects
   - c. describe how leader character impacts leadership style and the importance of character and vision to drive change and to lead during crisis situations

3. **Topic Managing People, Teams and Performance**
   - a. select and adapt leadership approach appropriate to a particular change initiative
   - b. identify strategies to deal with interpersonal conflict in the workplace
   - c. recognize the visible and hidden aspects of organizational culture and how they are impacted by leadership behaviour

Evaluation

<table>
<thead>
<tr>
<th>Course Component</th>
<th>Weight</th>
<th>Approximate Date</th>
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<tbody>
<tr>
<td>Participation (individual) - in-class discussion and exercises</td>
<td>25%</td>
<td>Throughout</td>
</tr>
<tr>
<td>Online Forum posts</td>
<td>10%</td>
<td>Throughout</td>
</tr>
<tr>
<td>Personal Backgrounder (individual)</td>
<td>5%</td>
<td>17 Sept 2021</td>
</tr>
<tr>
<td>Pre-Class Quizzes</td>
<td>5%</td>
<td>Throughout</td>
</tr>
<tr>
<td>Reflective Journal Entries (individual)</td>
<td>15%</td>
<td>1 Oct 2021, 22 Oct 2021, 3 Dec 2021</td>
</tr>
<tr>
<td>Final Project Plan (group)</td>
<td>5%</td>
<td>29 Oct 2021</td>
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</table>
To obtain a passing grade in the course, a mark of 50% or more must be achieved on the Written Final Project Paper (in lieu of final exam). A project grade < 50% will result in a final course grade of 48% or less.

**Homework Assignments:** Assignments (individual and group exercises) will be discussed during class hours. The assignments must be submitted for marking by the due dates discussed in class. Written assignments will be submitted electronically through OWL Assignments. See the provisions concerning plagiarism below.

**Online and In Class Participation and Contribution:** Discussion is an integral aspect of full participation in this course. As we will be using the case method of teaching, students are expected to prepare by reading the cases ahead of class and to appropriately contribute in class, whether face to face or virtually. In addition, students are expected to participate in online Forum discussions on OWL. Grade weighting of this element of evaluation reflects this importance to the course. The evaluation rubric for contribution will be discussed in class. The relative weighting between online and in class participation will be adjusted depending on the number of in-person versus online “virtual” class hours.

**Weekly Reflective Journal Entries:** Three times per term, students are required to submit journal entries covering:

- Their reflections from each week. These are not to be a summary of what took place but rather should provide key insights and implications for the student as a person/leader.
- Their overall reflection on the course with particular focus on their take-aways for leadership of self and intended actions for self-development.
- General insights and suggestions for what they liked and how they think the Engineering Leadership course could be improved.

Each weekly reflection entry should be approximately 400 words. A submission is made up of the weekly reflections since the previous submission.

**Final Project Presentation & Written Paper:** In lieu of a final examination, this course employs a term project that will be discussed in detail in class during the term. The evaluation of this project will consist of a written group project plan, a group presentation that will take place during class and an individual written report.

Each student will normally receive the same grade for the group Final Project Plan and Final Project Presentation. The written Final Project Report is to be submitted individually and will be graded individually. The report should be 4000±1000 words. Along with the final report submission, each student will have the opportunity to submit an individual group evaluation. This will inform the Professor if the students believe that differential grades should be assigned to group members. The student is expected to justify this with specific reasons. The Professor may or may not change the grade on the basis of these submissions. An important factor in this decision will be whether the group requested assistance in how to improve its function during the term and at least attempted to act on this advice and whether the team members showed leadership behaviour in their dealings.
with each other in this context. Students are expected to demonstrate their leadership learning in their approach to the group elements of this assignment.

**Late Submission Policy:** Late submissions will be penalized 5% per day and will not be accepted beyond 5 days late. Presentations must be given on the assigned date.

**Use of English:** In accordance with Senate and Faculty Policy, students may be penalized up to 10% of the marks on all assignments, tests, and examinations for 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.

**Recording of Learning Sessions:** Some of the in-class or synchronous remote learning sessions for this course will be recorded so that they may be shared with students who are attending the course remotely and that are not able to participate in synchronous activity, e.g., due to time zone differences. 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, which may include evaluations. 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.

**Attendance:** Any student who misses more than 25% (or 4 classes) will be reported to the Dean (after due warning has been given). On the recommendation of the department, and with the permission of the Dean, the student will be assigned a failing grade in the course.

**Absence Due to Illness or Other Circumstances:** Students should immediately consult with the instructor or department Chair if they have any problems that could affect their performance in the course. Where appropriate, the problems should be documented (see the attached “Instructions for Students Unable to Write Tests or Examinations or Submit Assignments as Scheduled”). The student should seek advice from the instructor or department Chair regarding how best to deal with the problem. Failure to notify the instructor or department Chair immediately (or as soon as possible thereafter) will have a negative effect on any appeal.

For more information concerning medical accommodations, see the relevant section of the Academic Handbook:  
[http://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf)

For more information concerning accommodations for religious holidays, see the relevant section of the Academic Handbook:  
Cheating and 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. University policy states that cheating, including plagiarism, is a scholastic offence. The commission of a scholastic offence is attended by academic penalties, which might include expulsion from the program. If you are caught cheating, there will be no second warning.

All required papers may be subject to submission for textual similarity review to commercial plagiarism-detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents on 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).

Scholastic offences are taken seriously, and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, in the relevant section of the Academic Handbook:
http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

Use of Electronic Devices: Students may use laptops, tablet computers, or smart phones (vibrate mode only) during class for course related activities. Non-emergency phone calls or text during class are not permitted. Electronic devices may be used during the final project presentation if part of the presentation itself.

Policy on Repeating All Components of a Course: Students who are required to repeat an Engineering course 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 by the student for grading in subsequent years.

Internet and Electronic Mail: Students are responsible for regularly checking their Western e-mail and the course web site (https://owl.uwo.ca/portal/) and making themselves aware of any information that is posted about the course.

Accessibility: Please contact the course instructor if you require material in an alternate format or if any other arrangements can make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext. 82147 for any specific question regarding an accommodation.

Student Development Centre, http://www.sdc.uwo.ca/
Engineering Undergraduate Services, http://www.eng.uwo.ca/undergraduate/
USC Student Support Services, http://westernusc.ca/services/
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.