

# 2011-2012 Graduate Calendar

The information published in this Graduate Calendar outlines the rules, regulations, curricula, programs and fees for the 2011-2012 academic years, including the Fall Semester 2011, the Winter Semester 2012 and the Summer Semester 2012.

For your convenience the Graduate Calendar is available in PDF format.

If you wish to link to the Graduate Calendar please refer to the Linking Guidelines.

The University is a full member of:

- The Association of Universities and Colleges of Canada

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Revision Information:

Date	Description
May 17, 2011	Initial Publication
July 6, 2011	Revision
August 4, 2011	Revision
August 31, 2011	Revision
November 21, 2011	Revision
February 1, 2012	Revision
May 13, 2014	Updates for AODA Compliance



## Disclaimer

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The Office of Graduate Studies has attempted to ensure the accuracy of this on-line Graduate Calendar. However, the publication of information in this document does not bind the university to the provision of courses, programs, schedules of studies, fees, or facilities as listed herein.

## Limitations

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The University of Guelph reserves the right to change without notice any information contained in this calendar, including any rule or regulation pertaining to the standards for admission to, the requirements for the continuation of study in, and the requirements for the granting of degrees or diplomas in any or all of its programs.

The university will not be liable for any interruption in, or cancellation of, any academic activities as set forth in this calendar and related information where such interruption is caused by fire, strike, lock-out, inability to procure materials or trades, restrictive laws or governmental regulations, actions taken by the faculty, staff or students of the university or by others, civil unrest or disobedience, Public Health Emergencies, or any other cause of any kind beyond the reasonable control of the university.

The University of Guelph reaffirms section 1 of the Ontario Human Rights Code, 1981, which prohibits discrimination on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, handicap, age, marital status or family status.

The university encourages applications from women, aboriginal peoples, visible minorities, persons with disabilities, and members of other under-represented groups.

# Introduction

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## Collection, Use and Disclosure of Personal Information

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Personal information is collected under the authority of the University of Guelph Act (1964), and in accordance with Ontario's Freedom of Information and Protection of Privacy Act (FIPPA) [http://www.e-laws.gov.on.ca/DBLaws/Statutes/English/90f31\\_e.htm](http://www.e-laws.gov.on.ca/DBLaws/Statutes/English/90f31_e.htm). This information is used by University officials in order to carry out their authorized academic and administrative responsibilities and also to establish a relationship for alumni and development purposes. Certain personal information is disclosed to external agencies, including the Ontario Universities Application Centre, the Ministry of Training, Colleges and Universities, and Statistics Canada, for statistical and planning purposes, and is disclosed to other individuals or organizations in accordance with the Office of Registrarial Services Departmental Policy on the Release of Student Information. For details on the use and disclosure of this information call the Office of Registrarial Services at the University at (519) 824-4120 or see <http://www.uoguelph.ca/registrar/registrar/index.cfm?index>.

## Statistics Canada - Notification of Disclosure

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For further information, please see Statistics Canada's web site at <http://www.statcan.gc.ca> and Section XIV Statistics Canada.

## Address for University Communication

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Depending on the nature and timing of the communication, the University may use one of these addresses to communicate with students. Students are, therefore, responsible for checking all of the following on a regular basis:

### Email Address

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The University issued email address is considered an official means of communication with the student and will be used for correspondence from the University. Students are responsible for monitoring their University-issued email account regularly.

### Home Address

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Students are responsible for maintaining a current mailing address with the University. Address changes can be made, in writing, through the Office of Graduate Studies.

## Name Changes

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The University of Guelph is committed to the integrity of its student records, therefore, each student is required to provide either on application for admission or on personal data forms required for registration, his/her complete, legal name. Any requests to change a name, by means of alteration, deletion, substitution or addition, must be accompanied by appropriate supporting documentation.

## Student Confidentiality and Release of Student Information Policy Excerpt

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The University undertakes to protect the privacy of each student and the confidentiality of his or her record. To this end the University shall refuse to disclose personal information to any person other than the individual to whom the information relates where disclosure would constitute an unjustified invasion of the personal privacy of that person or of any other individual. All members of the University community must respect the confidential nature of the student information which they acquire in the course of their work.

Complete policy at <http://www.uoguelph.ca/policies>.



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## Leadership

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## MA Leadership

The MA (Leadership) focuses on the challenges facing leaders in the public, private and not-for-profit sectors, with an emphasis on the interaction between, and interdependency of, these spheres. Successful completion of the MA (Leadership) degree involves a comprehensive program of theoretical study backed by significant practical experience and analysis. Participants will also undertake a formal self-assessment process to gain insight into their own strengths and weaknesses and their ultimate leadership potential.

As a full cost recovery program, the MA (Leadership) is designed to enable mid-career professionals to complete a graduate degree without interrupting their careers. Web-based distance courses are combined with brief summer sessions in Guelph and the completion of a major research project.

### Admission Requirements

Minimum admission requirements are:

A four year undergraduate degree or its equivalent (from a recognized university or college) with an average of at least a "B-" (70-72%) in the last two years of study AND having completed at least five years of relevant work experience

### OR

General degree, diploma and/or an acceptable professional designation **AND** having completed at least seven years of relevant work experience.

Meeting the minimum criteria for admission does not guarantee acceptance into the program. Limitations of funds, space, facilities or personnel may make it necessary for the University, at its discretion, to refuse admission to an otherwise qualified applicant.

Applicants for the program must have confirmed access to appropriate computer hardware and software. The computer equipment to be used by participants must have adequate peripherals to support the learning system, including CD-ROM capability and a sound card. For information pertaining to computer equipment and software requirements contact the College of Management and Economics Executive Programs Office at 1-888-622-2474 or visit the MA (Leadership) web site at <http://www.leadership.uoguelph.ca/>. Participants are solely responsible to arrange for the purchase and maintenance of the recommended computer system and software.

### Degree Requirements

On average participants allot 20 to 25 hours per week to study and participate in the program. This is an approximate number of hours and may vary depending on personal learning style. Participants normally complete the MA (Leadership) in 20 months. Normally, course modules are eight weeks in length and are completed in a pre-determined sequence, but some variations exist. Participants must complete the program within six years of commencement.

The MA (Leadership) involves a challenging combination of course work and a research-based project. Six web-based courses (3.0 credits) and two residency courses (1.0 credit) must be completed, followed by the major research project (1.0 credit). Faculty and senior executives at the participant's workplace often jointly supervise the research project. The project requires a literature review, data collection, data analysis, and culminates in a major paper.

### Graduate Diploma in Leadership

Students admitted into the MA (Leadership) program have the option to exit the program following the successful completion of 2.50 credits from the list of courses below. Students who elect this option are awarded a Graduate Diploma in Leadership. The Diploma includes the basic elements of the graduate program although does not require students to complete all of the prescribed courses of the MA (Leadership) program nor a major research project.

The Graduate Diploma in Leadership is awarded to students who complete the following five courses (2.50 credits) but elect not to complete the full course of studies required for the degree, MA (Leadership).

LEAD*6000	[0.50]	Foundations of Leadership
LEAD*6100	[0.50]	Theories of Leadership
LEAD*6200	[0.50]	Leadership of Organizational Change
LEAD*6300	[0.50]	Role of the Leader in Decision-Making
LEAD*6500	[0.50]	Ethics in Leadership

### Courses

<b>LEAD*6000 Foundations of Leadership S [0.50]</b>
The course will enhance participants' interpersonal competency, as well as their knowledge and understanding of the theory and research underlying the impact of team management and collaboration on the organization.
<i>Restriction(s):</i> CME Executive Programs students only
<b>LEAD*6100 Theories of Leadership F [0.50]</b>
This course traces the development of the concept of leadership. Through the interplay of theory and practical application, participants will gain a deeper appreciation for the requirements, responsibilities, and consequences of effective leadership.
<i>Restriction(s):</i> CME Executive Programs Students Only

**LEAD\*6200 Leadership of Organizational Change F [0.50]**

This course studies the role of leadership in the management of change within an organization and the changes required of management. The course examines the development of trust, the building of organizational loyalty, and motivation and inspiring of high performance teams.

*Restriction(s):* CME Executive Programs students only

**LEAD\*6220 Strategic Leadership and Management U [0.50]**

As a research intensive course in the MA Leadership, this course examines the conceptual and practical dimensions of strategic leadership and management in a variety of organizational, external and individual contexts using a selection of readings, discussions, case analyses and a final paper.

**LEAD\*6300 Role of the Leader in Decision-Making W [0.50]**

The role of the leader in decision-making is explored through the study of the rational model for decision-making, human biases, creativity, and risk and uncertainty in decision-making. The course will also examine ethical issues and group decision-making.

*Restriction(s):* CME Executive Programs students only

**LEAD\*6350 The Role of the Leader as Reflective Practitioner F [0.50]**

This course will enhance the leader's ability to navigate the complexity of organizational life and contribute to building a more sustainable society by developing skills in reflective practice. Reflective practice is divided into four areas that stretch over eight modules: Rethinking, Relating, Responding and Reinventing.

*Restriction(s):* CME Executive Programs students only

**LEAD\*6400 Research Methods for Decision-Making W [0.50]**

The course will explore both quantitative and qualitative techniques used in the analysis of research results from a variety of sources (surveys, government statistics, in-depth interview, focus groups and program evaluation results). Case studies will be used to demonstrate the application of multiple research methods.

*Restriction(s):* CME Executive Programs students only

**LEAD\*6500 Ethics in Leadership F [0.50]**

Issues in the use and application of ethical standards by leaders are explored through examples from history, current events, novels, films and television. Relevant theory is applied to leadership examples to help students develop an ethical framework for the exercise of leadership skills.

*Restriction(s):* CME Executive Programs students only

**LEAD\*6720 Politics of Organizations F [0.50]**

This elective course reviews a variety of theories and models that help to explain the behavioural underpinnings that influence and shape management and leadership processes within organizations. Examples from history and current events are explored to illustrate theory.

*Restriction(s):* CME Executive Programs students only

**LEAD\*6740 Coaching and Developing Others F [0.50]**

This course will provide student with an opportunity to design developmental plans for direct reports, assess their coaching skills, and develop their coaching skills to support the development of others.

*Restriction(s):* CME Executive Programs students only

**LEAD\*6800 Personal Skill Self-Assessment S [0.50]**

Using the "Basis of Competence" model, this course examines personal skills in four areas: Managing Self, Communicating, Managing People and Tasks, and Mobilizing Innovation and Change. The skills required to make smooth transitions from one job to another in a dynamic workplace will be explored.

*Restriction(s):* CME Executive Programs students only

**LEAD\*6900 Major Research Project W-S [1.00]**

This course involves a directed research project leading to a referenced, professional report on a leadership problem or issue.

*Restriction(s):* CME Executive Programs students only