

Western HealthSciences

Brescia School of Food and Nutritional Sciences

Syllabus

FN-9211B Leadership & Food Management

Winter 2027

Campus Supports

Western University is committed to a **thriving campus**. For help with:

- Both physical and mental health, go to [Wellness & Wellbeing](#)
- Studying with disabilities, go to [Accessible Education](#)
- Writing skills, go to the [Writing Support Centre](#)
- Learning skills and strategies, go to [Learning Development & Success](#)
- Contacting the ombudsperson, go to the [Office of the Ombudsperson](#)



Your graduate office (fnsgrad@uwo.ca) can also **guide you** to available campus resources and/or services.

Technical Requirements

 Stable internet connection  Laptop computer

Important Dates

Term Begins	Classes Begin	Classes End	Exam Period	Term Ends
January 1	January 5	April 9	April 11–22	April 30

January 30, 2026: last day to enrol, declare an audit, or drop a graduate course (without it appearing on the transcript)

February 27, 2026: Last day to withdraw from a graduate course beginning in the winter term without academic penalty. Students who drop after this date will receive an F on their transcript.

Graduate students do not have a reading week, but if there is no class scheduled it can be used for independent study/research.

Contact Information

Course Coordinator/instructor	Contact Information	Office Hours
Dr. Peggy O'Neil	poneil2@uwo.ca	Tuesdays 1:30-3:30 pm

Note: Course information including grades, assignment outlines, deadlines, etc. are available via [OWL Brightspace](#). Download the Brightspace Pulse App to stay up-to-date on course communication and enable your notification settings within “Communications” in the top toolbar. Check the website regularly for course announcements. If you need assistance, visit [OWL Brightspace Help](#) or contact the [Western Technology Services Helpdesk](#). They can be contacted by phone at 519-661-3800 or ext. 83800.

Calendar Course Description (including prerequisites/anti-requisites):

This course integrates practice-based research and experience-based issues in Leadership and Food Management, in a number of different environments, including but not limited to Healthcare (both acute and long-term care), Industry, Hospitality, Education institutions and Entrepreneurship.

Enrollment in this course is restricted to graduate students in Faculty of Health Sciences, as well as any student that has obtained special permission to enroll in this course from the course instructor as well as the Graduate Chair (or equivalent) from the student's home program. The [Request to Enroll Form](#) must be completed and submitted to the home program for enrolment.

Delivery Mode: In-person

Component	Date(s)	Time

My Course Description

Through a humanistic education and arts and humanity lens, this course presents a survey of leadership foundations across various topics in food, nutrition, and dietetics, primarily in Canada. Emphasis is placed on personal integrity, moral imagination, and human flourishing.

Learning Outcomes

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

- Examine food leadership and humanity in the context of ethics, duty to others, law/justice, and human flourishing.
- Review, explore, and analyze the values embedded in current food trends.
- Research and discuss areas of food leadership that foster moral imagination.
- Understand the uniqueness of one's own life in food leadership.
- Self-assess personal/professional aims for the collective potentials of humanity.

Course Content and Schedule

Week	Date	Description	Assignments and/or Readings Due
1	Jan. 5	WELCOME & COURSE OVERVIEW	• OWL Resources • Article: Wenger & Trayner (2015) • Article: Schon (1987)

2	Jan. 12	INTRODUCTION: EDUCATION & RESEARCH IN LEADERSHIP	• OWL Resources • DUE: Research Paper Topic • Questions for classmates
3	Jan. 19	ETHICS, CHARACTER & GIVING VOICE TO VALUES	• OWL Resources • Questions for classmates
4	Jan. 26	COMMUNICATIONS & MEDIA	• OWL Resources • DUE: 1st Lit. Search
5	Feb. 2	HUMAN RESOURCES/LABOUR MARKETS	• OWL Resources • Questions for classmates
6	Feb. 9	ECONOMICS & MONEY	• OWL Resources • DUE: 2nd Lit. Search
	Feb. 16	INDEPENDENT STUDY (no in-person class)	
7	Feb. 23	SERVICE DELIVERY & QUALITY ASSURANCE	• OWL Resources • Questions for classmates
8	Mar. 2	MANAGING CHANGE	• OWL Resources • DUE: 3rd Lit. Search
9	Mar. 9	MOTIVATION	• OWL Resources • DUE: Autobiography Analysis
10	Mar. 16	STRATEGIC MANAGEMENT/INNOVATION	• OWL Resources • DUE: 4th Lit. Search
11	Mar. 23	INDIVIDUAL MEETINGS WITH INSTRUCTOR	• See schedule
12	Mar. 30	RESEARCH PRESENTATIONS	• DUE: Research Presentation
13	Apr. 6	INDEPENDENT RESEARCH & WRITING (no in-person class)	• DUE: Research Paper • DUE: Leader Development Journal

Course Materials You Must Acquire and Their Costs

- An autobiography of your choice. Price TBD
- All weekly readings and resources are posted in OWL.
- Schön, D. A. (1987). Preparing Professionals for the Demands of Practice in

Educating the reflective practitioner: Toward a new design for teaching and learning in the professions (1st ed., pp 3-21). San Francisco: Jossey-Bass

- Course Materials Cost: \$0.00
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Assessments and Evaluation

Below is the evaluation breakdown for the course. Any deviations will be communicated.

Component	Weight	Date/ Deadline
Literature Searches (4 x 7.5% Each)	30%	See Schedule
Autobiography Analysis	10%	See Schedule; Mar. 9 th
Leader Development Journal	20%	On-going & Apr. 6 th
Research Presentation & Paper	40%	Mar. 30 th ; Apr. 6 th

Details:

1. Literature Searches (30%):

Where indicated in the course schedule, each student will: a) choose three publications such as scholarly articles, news stories, or government reports/policies, etc., from 2021– 2026 on the topic of the week; and b) submit a written synopsis (no more than 250 words) on how the article(s) relate(s) to the leadership/human progress topic of the week; and c) deliver a 5-minute presentation to colleagues to expand their artistry and technique in leadership.

2. Autobiography Analysis (10%)

The purpose of the Autobiography Analysis is to provide students with an opportunity to expand their understanding of leader identity development, emergence and effectiveness by exploring and analyzing the life of an iconic **leader**. Individually, each student will select an autobiography (written by an entrepreneur, artist, athlete, etc.) in order to understand life's circumstances, the desire for change, leader character/integrity, contributions to humanity, and reflective practice. The Autobiography Analysis will be presented in PowerPoint presentation format, or, in an instructor-approved, creative format. See schedule for presentations. Print analysis due Week 9.

2. Leader Development Journal (20%):

Each week, students will reflect on readings, cases, class discussions, presentations, and consider how these influence personal and professional knowledge, attitudes and

beliefs. Your writing framework/approach should refer to Schon's (1987) reflective practice (SEE ABOVE), considering, in particular, your development in BOTH creative and technical dimensions of food leadership and human progress.

3. Research Paper and Presentation/Engagement Activity (40%):

In teams, students will choose a topic in leadership/human progress of interest to them, and will develop a major paper (15 pages of text, 12-font, double-spaced; excluding title page, minimum 20 references ---at least 15 of which scholarly publications--- graphs or other supporting documentation). Papers should be written according to a standard APA 7th edition citation style and general principles of scholarly writing: introduction, body (with appropriate sub-sections) summary, and relevance to practice.

Presentations/class engagement activities to the class will be scheduled during the last week of classes; order of presentation TBA; for 20 minutes with an additional 5 minutes for question and answer.

Written papers are due on the last day of class and will be marked based on coherence, fruitfulness of research, contribution to research and practice, overall content, clarity of writing, and scholarship. Presentations will be evaluated based on effectiveness of presentation, e.g. use of effective visual aids, audience engagement, ability to answer questions, etc.

Some suggested, not mandatory, general areas in leadership/human progress for the major paper follow:

- Ethics (Virtue, duty to others, consequences)
- Giving Voice to Values
- Leader Character
- Food Law/Policy
- Arts, humanities and creative works (e.g. Food and folklore)
- Food System Transformation
- World Trade Organization
- Peacekeeping
- Other topic of your choice (must be approved)

Course-specific conditions:

1. HUMANISTIC TEACHING/LEARNING APPROACH

This course is taught using a **humanistic education philosophy** which focuses on individual development toward the collective potential of humanity. This approach to teaching/learning emphasizes generated knowledge and shared experiences in the classroom; as such, the instructional method for the course is *communities of practice* (Wenger & Trayner), which includes experiential learning combined with self/team contributions, reflections, and assessments. Accordingly:

- a. Students are expected to foster a **culture of sharing, caring, dignity and respect** in all course-related interactions. Students will help each other during

- whole class and small group engagement activities, including debates, reflection, analysis, discussions, role play and other collaborative experiences.
- b. Weekly readings and other resources must be read/viewed PRIOR to each class in order to contribute to **each student's own and to peers' growth and understanding**.
 - c. **Attendance and original, active contribution are mandatory.**

2. **ATTENDANCE & ORIGINAL, ACTIVE PARTICIPATION IS MANDATORY.**

In **humanistic education, your ideas are needed to foster a vibrant, democratic learning community**. Regular classroom participation is particularly important to the fulfillment of learning objectives in this course. Participation means not only attendance, but active engagement in the class, including (for example) contribution to small and large group discussions, a demonstrated effort to prepare for class by completing assigned readings before class, and following the instructor's guidelines for use of electronic devices during class time. You are responsible for the material covered during the classes (or parts of classes) that you miss.

- a. The course has **13 class sessions** (Reading Week is not included), amounting to **39 hours** of classroom time. Students who miss more than 3 class sessions (9 hours) without academic consideration will fail this course. Students who require academic consideration for more than 3 missed class sessions (i.e., students who miss more than 3 class sessions (9 hours) over the course of the term) will fail this course (or, at the discretion of their academic advisor, be withdrawn from the course without academic penalty). No further warning will be given in this regard.
- b. The use of generative Artificial Intelligence (AI) tools, includes but is not limited to writing assistants (e.g., ChatGPT, QuillBot) and translation services (e.g., Google translate). Use of generative AI tools is prohibited and is a scholastic offence and subject to the penalties for a scholastic offence outlined in the Academic Calendar. **Students cannot use AI in this course. All written assignments will undergo a digital, originality check. Students WILL NOT have access to originality software reports prior to assignment submission.**
- c. Group assignments must be completed as a group. Individual submissions for group assignments will be automatically reduced by 20%.
- d. In rare, unfortunate circumstances, a student might not receive the same grade as their group members if it is determined that the distribution of work was not equal. In alignment with the **humanistic education approach** to teaching, learning, and communities of practice used in this course, every effort on the part of the individual, group, and instructor will be made to avoid this circumstance.

General information about assessments:

- ☒ All assignments are due at **23:59 EST** unless otherwise specified.
- ☒ Students are responsible for ensuring that the correct file version is uploaded; incorrect submissions including corrupt files could be subject to late penalties (see below) or a 0.

- ✓ Written assignments will be submitted to Turnitin
- ✓ Students will NOT have access to Turnitin reports before their submission is graded. Students may have 2 submissions to Turnitin.
- ✓ A student might not receive the same grade as their group members if it is determined that the distribution of work was not equal.
- ✓ After an assessment is returned, students should wait 24 hours to digest feedback before **contacting their evaluator; to ensure a timely response, reach out within 7 days.**
- ✓ Any grade appeals on term work must be initiated with the instructor within 3 weeks of the grade being posted.

Use of Artificial Intelligence for the Completion of Course Work

Within this course, artificial intelligence tools (e.g., “ChatGPT”) may NOT be used if, or in ways, specifically authorized by the course instructor. All submitted work must reflect your own thoughts and independent written work. See above for humanistic education expectations.

Passing Graduate Level Course

The program may require students to withdraw if they fail to meet the following standards: Students must maintain a cumulative average of at least 70% calculated each term over all courses taken for credit, with no grade less than 60%.

Rounding of Grades (for example, bumping a 79 to 80%)

This is a practice some students request. The final grade documented is the grade that you have achieved. There is no rounding to the next grade level, or ‘giving away’ of marks. Please don’t ask me to do this for you; the response will be “please review the course outline where this is presented”.

Policy for Accommodation for Late and/or Missed Assignments

In case of missed assessments, a penalty of 10% will be applied for late work without accommodation. Missed assignment more than 7 days late will be assigned a mark of zero without accommodation. In arranging accommodation, instructors will use good judgment and ensure fair treatment for all students. Students who have been denied accommodation by an instructor may appeal this decision to the Graduate Chair of the Brescia School of Food and Nutritional Sciences (see “Appealing a Grade Within this Course” for details on appeals).

INC (Incomplete Standing)

If a student has been approved by the Academic Advising Office (in consultation with the instructor/department) to complete term work at a later date, an INC will be assigned. Students with INC will have their course load in subsequent terms reduced to allow them to complete outstanding course work. Students may request permission from Academic Advising to carry a full course load for the term the incomplete course work is scheduled.

Academic Policies and Statements

Health and Wellness Services

There are various support services around campus and these include, but are not limited to:

1. Academic Support and Engagement - <http://academicsupport.uwo.ca>
2. Wellness and Well-being - <https://www.uwo.ca/health/>
3. Registrar’s Office -- <http://www.registrar.uwo.ca/>
4. Ombuds Office -- <http://www.uwo.ca/ombuds/>

Students who are in emotional/mental distress should refer to Mental Health Support at

<https://www.uwo.ca/health/psych/index.html> for a complete list of options about how to obtain help.

Statement on Gender-Based and Sexual Violence

Western is committed to reducing incidents of gender-based and sexual violence (GBSV) and providing compassionate support to anyone who is going through or has gone through these traumatic events. If you are experiencing or have experienced GBSV (either recently or in the past), you will find information about support services for survivors, including emergency contacts at Western [Wellness's Get Help page](#). To connect with a case manager or set up an appointment, please contact support@uwo.ca

Student Code of Conduct

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed and set out the disciplinary procedures that the University will follow. For more information, visit [Western's Code of Student Conduct](#).

Accommodation for Religious Holidays

Students should review the policy for [Accommodation for Religious Holidays](#). Where a student will be unable to write examinations and term tests due to a conflicting religious holiday, they should inform their instructors as soon as possible but not later than two weeks prior to writing the examination/term test. In the case of conflict with a midterm test, students should inform their instructor as soon as possible but not later than one week prior to the midterm.

Statement on Academic Offences

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 [Scholastic Offences](#) document.

Additionally,

- A) All required papers may be subject to submission for textual similarity review to the commercial plagiarism-detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in 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>).
- B) Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

Use of Electronic Devices

During Exams

Unless you have medical accommodations that require you to do so, or explicit permission from the instructor of the course, you may not use any electronic devices

(e.g., cell phones, tablets, cameras, smart glass, smart watches, or iPods) during ANY tests, quizzes, midterms, examinations, or other in-class evaluations. These devices **MUST** either be left at home or with your belongings at the front of the room. They **MUST NOT** be at your test/exam desk or in your pocket. Any student found with a prohibited device will be referred for investigation of a Scholastic Offence, per the policy listed above. The typical first-offence penalty for possession of a prohibited device is zero on the test or exam.

During Lectures and Tutorials

Although you are welcome to use a computer during lecture and tutorial periods, you are expected to use the computer **for scholastic purposes only**, and refrain from engaging in any activities that may distract other students from learning. From time to time, your professor may ask the class to turn off all computers, to facilitate learning or discussion of the material presented in a particular class.

Online Proctoring

Tests and examinations in this course may be conducted using a remote proctoring service. 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. Completion of this course will require you to have a reliable internet connection and a device that meets the technical requirements for this service. More information about this remote proctoring service, including technical requirements, is available on Western's Remote Proctoring website at: <https://remoteproctoring.uwo.ca>.

Copyright and Intellectual Property

Course material produced by faculty is copyrighted and to reproduce this material for any purposes other than your own educational use contravenes Canadian Copyright Laws. Unless **explicitly** noted otherwise, you may **not** make audio or video recordings of lectures – nor may you edit, re-use, distribute, or re-broadcast any of the material posted to the course website.

Accessible Education Western (AE)

Western is committed to achieving barrier-free accessibility for all its members, including graduate students. As part of this commitment, Western provides a variety of services devoted to promoting, advocating, and accommodating persons with disabilities in their respective graduate program. Please see the [Policy on Academic Accommodation for Students with Disabilities](#) for more information.

Graduate students with disabilities (for example, chronic illnesses, mental health conditions, mobility impairments) are strongly encouraged to register with [Accessible Education](#) (AE), a confidential service designed to support graduate and undergraduate students through their academic program. With the appropriate documentation, the student will work with both AE and their graduate programs (normally their Graduate Chair and/or Course instructor) to ensure that appropriate academic accommodations to program requirements are arranged.

Appealing a Grade Within this Course

You have the right to appeal any grade within this course. The grounds for a grade appeal may be one or more of: medical or compassionate circumstances, extenuating

circumstances beyond the student's control, bias, inaccuracy, or unfairness. All grounds advanced in a request for relief must be supported by a clear and detailed explanation of the reasons for the request together with all supporting documentation. For more details information, student can consult the [Procedure for Graduate Student Requests for Relief](#).

Appeals generally proceed in this order:

1. Course instructor (informal consultation)
2. Graduate Chair (submission of written request)
3. SGPS (submission of written request)