COURSE DESCRIPTION

This seminar will explore Second World War officer leadership in the Canadian Army. To begin, students must read On the Psychology of Military Incompetence (entire book), Crerar’s Lieutenants (entire book) The Generals (Chapters 1-7, Conclusion). These required texts are located at the University of Calgary bookstore, history area. Once students have read and discussed these readings – providing a contextual foundation for what it is that makes a successful commander – the course will begin by critically analyzing the legacy left by the Canadian Corps and General Sir Arthur Currie. Next, students will focus on subjects such as officer selection, education, and training prior to and during the Second World War. By investigating Canadian organizational, tactical, and operational successes and failures, students will ultimately determine if Canada produced any actual or potential “Arthur Curries” during the Second World War. Throughout the seminar and specific to the presentations, students should consider the following questions:

What is it that “makes” a successful commander?
How should leadership be measured?
What is the relationship between a leader and subordinates?
What is the difference between management and leadership?

This is a senior undergraduate/graduate seminar with graduate students also participating. It involves considerable reading and self-study as well as active class discussion. Students who feel themselves unable to engage in such seminar discussion should carefully review their grade expectations in this course. The grade performance expectations are high. Students are advised to read this outline/syllabus carefully and to be thoroughly familiar with its contents. If you have questions, ask.

COURSE REQUIREMENTS

| Class Presentations/Discussion | 30% |
| Class Essays                  | 40% |
| Major Course Essay            | 30% |
1. **Class Discussion**  
   This grade will be assessed on the basis of quality and frequency of seminar interventions. Grade will be allocated after the last class.

2. **Class Essays**  
   Each Student will prepare *at least ONE* class essay over the course of the semester. The essay will be *no more than 2500 words* (10 pages) and will be read in class and then handed in for grading. The essay will be based on as many readings as possible for the weekly topic. Students will list the readings used in a bibliography (not part of the 2500 words) at the end of the essay. The reading of each essay will be followed by class discussion. Essays must be neat, well written, and follow proper style for a history essay. They should *NOT* be footnoted. They must *NOT* be narratives, but “think pieces.”

3. **Major Course Essay (Due: Thursday, November 8, 2018)**  
   Maximum length for the essay is *5000 words* or about 20 double-spaced and typed pages. The essay must be written in strict conformance with the [Department of History Essay Guide](http://www.hist.ucalgary.ca/tutorials). An analytical paper of a very high quality in layout, organization, and presentation is expected. Late papers will not be accepted without a written medical excuse.

**NOTE:**

ANY STUDENT WHO HAS *NOT* PREVIOUSLY TAKEN A COURSE IN CANADIAN MILITARY HISTORY IS *EXPECTED* TO PURCHASE AND READ GRANATSTEIN’S *Canada’s Army: Waging War and Keeping the Peace* AS SOON AS POSSIBLE. ANY STUDENT WHO HAS NOT HAD A GENERAL HISTORY OF CANADA FROM 1867-1945 IS ALSO *EXPECTED* TO PURCHASE AND READ ANY STANDARD UNIVERSITY LEVEL TEXT ON POST-CONFEDERATION CANADA AS SOON AS POSSIBLE.

Please note that Theses and Dissertations listed below are available from the library’s document delivery department, as are articles from journals that are not part of the UofC collection available online. Allow 3 weeks for delivery and note that there are no renewals on borrowing. Standard borrowing time is 2 weeks. Please consult the librarian in charge of military collections during your search. Please give the Military Museums Library at least a five-day notice if you wish to receive articles/books from their library. If you intend to visit their library, give the library staff at least 24 hours notice.
CLASS SCHEDULE:

6 September 2018
CLASS ONE: Introduction
Overview of Course Content and Expectations
Selection of topics for class essays and presentations

13 September 2018
CLASS TWO: On Military Command
Required Assigned Readings (All Students)

20 September 2018
CLASS THREE: The Development of the Canadian Officer Corps up to 1939
• E.L.M Burns, *Manpower in the Canadian Army 1939-1945* (Toronto, Clarke, Irwin, 1956), 84-96.

27 September 2018
CLASS FOUR: Selecting Canadian Officers in World War II
Geoffrey Hayes, *Crerar’s Lieutenants* (entire book)
• Tony Foster, *Meeting of Generals* (Toronto: Methuen, 1986), 53-63. [“The Making of a Warrior: I”]

4 October 2018
CLASS FIVE: General Andrew G.L. McNaughton
• Alanbrooke, War Diaries: 1939-1945 Field Marshal Lord Alanbrooke, ed. Alex Danchev and Daniel Todman (Berkeley: University of California Press, 2001). [Throughout, refer to index]
• B. Nolan, King’s War: Mackenzie King and the Politics of War, Volume II (Toronto: Fawcett Crest, 1989, c.1988). [Refer to index]
• John Nelson Rickard, “The Test of Command: McNaughton and Exercise Spartan, 4-12 March 1943,” in Canadian Military History 8:3 (Summer 1999), 22-38.
• John English, The Canadian Army and the Normandy Campaign: A Study of Failure in High Command (Ottawa, ON: Golden Dog Press, 1995), 144-148 [on “Spartan”]

11 October 2018
CLASS SIX: General Harry Crerar
• Douglas Delaney, Corps commanders: Five British and Canadian generals at war, 1939-1945
• John A. English, Patton's Peers: The Forgotten Allied Field Army Commanders Of The Western Front, 1944-45 (Stackpole: 2009) [Chapter on Crerar]
• Terry Copp, Cinderella Army: the Canadians in Northwest Europe, 1944-1945 (Toronto: University of Toronto Press, 2006). [Check Index]
• Lee Windsor (Introduction) and “Operations of 1 Canadian Infantry Divisional 6 Artillery, 24 August-22 September 1944” Canadian Military History 12:1&2 (Spring 2003), 71-80.
• Terry Copp, Fields of Fire: The Canadians in Normandy. [See Index: Throughout]
• Ken Ford, The Rhineland. 1945 (Westport, Conn.: Praeger, c2004.) [See Index]
• Bill McAndrew, Liberation: The Canadians in Europe, 125-144.
• R.W. Thompson, The Battle for the Rhineland. [See Index]
• Dean Oliver, “In the Shadow of the Corps: Historiography, Generalship, and Harry Crerar” in Warrior Chiefs: Perspectives on Senior Canadian Military Leaders, 91-106.
• Denis Whitaker and Shelagh Whitaker, Rhineland: The Battle to End the War (Toronto: Stoddart, 2000).
• Carlo D’Este, Decision in Normandy (New York: Konecky & Konecky, c1994), 352-369 [Operation “Goodwood”]
• Jon Guttmann, “Closing the Falaise Pocket,” World War II 16:3 (Sep 2001) [See UofC e-journals]
• Elin Whitlock, “Imperfect Victory at Falaise,” World War II 12:1 (May 1997) [See UofC e-journals]

18 October 2018

**CLASS SEVEN: General Guy Simonds**

- Terry Copp, *Fields of Fire: the Canadians in Normandy*. [Throughout]
- Terry Copp, “Operation Spring: An Historian’s View,” *Canadian Military History*, 12:1&2,


25 October 2018

**CLASS EIGHT: General E.L.M. Burns**

- McAndrew, “Eighth Army at the Gothic Line: The Dog-Fight,” *RUSI Journal* 131 (June 1986) [NOTE: UofC library does not have RUSI 1986. See Front Desk]
- Lee Windsor, “Anatomy of Victory: 1st Canadian Corps, Allied Containment Strategy and

- Christopher Vokes, *My Story* (Ottawa: 1985). [Scan for Burns]

1 November 2018
CLASS NINE: Admiral Percy W. Nelles

- C.P. Stacey, *Canada and the Age of Conflict, Volume 1: 1867-1921* (1977)
- Michael Hadley, *U-Boats against Canada: German Submarines in Canadian Waters*. 
• M. Milner, *North Atlantic Run: The Royal Canadian Navy and the Battle for the Convoys*.
• M. Milner, *U-Boat Hunters: the Royal Canadian Navy and the Offensive against Germany's Submarines*.
• Roger Sarty, *Canada and the Battle of Atlantic*.
• David Zimmerman, *The Great Naval Battle of Ottawa*.

8 November, 2018

**CLASS TEN: Air Vice Marshal Clifford “Black Mike” McEwen**

• Carter, William Stanley. “Anglo-Canadian Wartime Relations, 1939045: RAF Bomber Command and No. 6 (Canadian) Group” PhD Diss. McMaster University, 1989
• Spencer Dunmore, *Above and Beyond: The Canadians’ War in the Air, 1939-45*.
• Spencer Dunmore & William Carter, *Reap the Whirlwind: the Untold Story of 6 Group, Canada's Bomber Force of World War II*.
• English, Allan *The Cream of the Crop: Canadian Air Crew, 1939-1945*.
• Horn, Bernd. *Intrepid Warriors: Perspectives on Canadian Military Leaders*
• Larry Milberry, *The Royal Canadian Air Force at War, 1939-1945*.
22 November 2018
CLASS ELEVEN: General Bert Hoffmeister
- Dan Dancocks, *The D-Dav Dodgers: The Canadians in Italy, 1943-45*. [Throughout]
- Mark Zuehlke, *Ortona: Canada’s Epic World War II Battle*. [Throughout]

29 November 2018
CLASS TWELVE: Brigadiers Megill and Rockingham
- D. J. Bercuson, *Battalion of Heroes: The Calgary Highlanders in WW II* (Calgary : Calgary
Highlanders Regimental Funds Foundation, 1994). [Throughout and especially 60-79, 169-

- J.M. Rockingham, “The Royal Hamilton Light Infantry at Verrieres,” Canadian Military
- Roman Johann Jarymowycz, “Der Gegenangriff vor Verrieres German Counterattacks during
  Operation Spring: 25-26 July 1944, Internet article -
  http://www.wlc.ca/~wwwmsds/vol2n1opspringjarymowycz.html.
- Terry Copp, Fields of Fire: The Canadians in Normandy, 166-182.
- Terry Copp, Cinderella Army: the Canadians in Northwest Europe, 1944-1945 (Toronto: University of Toronto Press, 2006. [Check Index]
- Terry Copp, “Opening up the Channel Ports” (Part 31), “Canadian Participation in the World
  War Two Battle to Win the Breskens Pocket” (Part 35), “The Start of the Rhineland
  Offensive” (Part 42). [All parts can be attained from LegionMagazine.com]
- C.P. Stacey, Official History of the Canadian Army in the Second World War: The Victory
  Campaign, The Operations in North-West Europe 1944-1945, Vol.111 [See Index]
- Terry Copp, “Fifth Brigade at Verrieres Ridge.” Canadian Military History. 1:1&2 (Autumn
- John English, A Study of Failure in High Command, 237-262 (“Cold Eye on Death”).
- Paul Hutchinson, Canada’s Black Watch: The First Hundred Years, 1862-1962.
  1982/83), 34-40. [Order from Military Museums]
- W. Denis Whitaker and Shelagh Whitaker, Tug of War: The Canadian Victory that Opened
  Antwerp. [Pages 178-211]
- J.L. Moulton, Battle for Antwerp: The Liberation of the City and the Opening of the Scheldt
  1944 [Woensdrecht and the Walcheren Causeway, See Index]
- Consult also individual Regiment archival holdings at the Military Museums.

6 DECEMBER 2018
CLASS THIRTEEN: Innovation and Leadership in a Reserve and a PF Battalion: Lt. Col. Ross
Ellis (Calgary Highlanders) and Lt. Col. Cameron Ware (PPCLI)
[NB: Military Museums Archive (includes the Ross Ellis papers, the Cameron Ware papers, interviews
with Megill, Ellis and Ware and evaluative studies of Operation ‘Spring’ and Verrieres Ridge]
- David Bercuson, Battalion of Heroes. [Throughout]
- W. Denis Whitaker and Shelagh Whitaker, Tug of War: The Canadian Victory that Opened
  Antwerp. [Pages, 319-329]
- G.R. Stevens et al., Princess Patricia’s Canadian Light Infantry, 1919-1957 [Among other
  regimental histories]
- David Bercuson, The Patricias: The Proud History of a Fighting Regiment [Pages 149-37]
- Sydney Frost, Once a Patricia: Memoirs of a Junior Infantry Officer in WW II. [See Index]
- Tod Strickland, “Leading from the Front: Lieutenant-Colonel Cameron “Cammie” Ware,
  DSO,” in Intrepid Warriors: Perspectives on Canadian Military Leadership, ed. Bernd Horn
  (Toronto: Dundurn, 2007), 199-222.
Important Departmental, Faculty, and University Information

*Attention history majors: History 300 is a required course for all history majors. You should normally take it in your second year.*

Department Twitter @ucalgaryhist

Faculty of Arts Program Advising and Student Information Resources:

- Have a question, but not sure where to start? The Arts Students Centre (ASC) is your information resource for everything in Arts! Drop in at Social Sciences 102, call 403-220-3580, or email artsads@ucalgary.ca. For detailed information on common academic concerns, you can also visit the Faculty of Arts website at http://arts.ucalgary.ca/undergraduate.
- For program planning and advice, contact the Arts Students Centre (ASC) in SS 102, call 403-220-3580, email artsads@ucalgary.ca, or visit http://arts.ucalgary.ca/advising.
- For registration issues, paying fees and assistance with your Student Centre, contact Enrolment Services at 403-210-ROCK (7625), visit the office in the MacKimmie Library Block (MLB) or their website at http://www.ucalgary.ca/registrar/.

Writing:
This course will include written assignments. Faculty policy directs that all written assignments (including, although to a lesser extent, written exam responses) will be assessed at least partly on writing skills. Writing skills include not only surface correctness (grammar, punctuation, sentence structure, etc.) but also general clarity and organization. Research papers must be properly documented.

Writing Support:
Students are also encouraged to use Writing Support Services and other Student Success Centre Services, located on the 3rd floor of the Taylor Family Digital Library (TFDL). Writing Support Services assist with a variety of assignments, from essays to lab reports. Students can book 30-minute one-on-one appointments online, sign up for 15-minute drop-in appointments, and register for a variety of writing workshops. For more information on this and other Student Success Centre services, please visit www.ucalgary.ca/ssc.

Copyright:
The University of Calgary has opted out of the Access Copyright Interim Tariff proposed by the Copyright Board. This means that instructors in all University of Calgary courses will strictly adhere to Copyright Act regulations and the educational exceptions permitted by the Act for both print and digital course material. What this simply means is that no copyrighted material may be placed on course D2L or web sites without the prior permission of the copyright holders. In some cases, this may mean that instructors will require you to purchase a print course pack from the University of Calgary bookstore or that you will have to consult books on reserve at the library. For more information on the University of Calgary’s copyright policy, see http://library.ucalgary.ca/copyright.
Red Box Policy:
Essays and other assignments may be handed in to the red box located outside of the History Department office (Social Sciences, Room 656). Please include the following information on your assignment: 1) course name and number, 2) instructor, 3) your name and 4) your student number. Assignments received after 4:00 p.m. will be date stamped with the date of the next business day. We do not time stamp any papers. Please do not bring your paper into the office to be stamped. The box is emptied promptly at 8:30 a.m. and at 4:00 p.m. Monday to Friday.

Departmental Grading System:
The following percentage-to-letter grade conversion scheme has been adopted for use in all Canadian Studies, History, and Latin American Studies courses.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Letter Grade</th>
<th>Grade Point Value</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>90–100</td>
<td>A+</td>
<td>4.00</td>
<td>Outstanding</td>
</tr>
<tr>
<td>85–89</td>
<td>A</td>
<td>4.00</td>
<td>Excellent—superior performance showing comprehensive understanding of subject matter.</td>
</tr>
<tr>
<td>80–84</td>
<td>A–</td>
<td>3.70</td>
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</tr>
<tr>
<td>77–79</td>
<td>B+</td>
<td>3.30</td>
<td></td>
</tr>
<tr>
<td>73–76</td>
<td>B</td>
<td>3.00</td>
<td>Good—clearly above average performance with knowledge of subject matter generally complete.</td>
</tr>
<tr>
<td>70–72</td>
<td>B–</td>
<td>2.70</td>
<td></td>
</tr>
<tr>
<td>67–69</td>
<td>C+</td>
<td>2.30</td>
<td></td>
</tr>
<tr>
<td>63–66</td>
<td>C</td>
<td>2.00</td>
<td>Satisfactory—basic understanding of the subject matter.</td>
</tr>
<tr>
<td>60–62</td>
<td>C–</td>
<td>1.70</td>
<td>Receipt of a grade point average of 1.70 may not be sufficient for promotion or graduation.</td>
</tr>
<tr>
<td>56–59</td>
<td>D+</td>
<td>1.30</td>
<td>Minimal pass—marginal performance; generally insufficient preparation for subsequent courses in the same subject.</td>
</tr>
<tr>
<td>50–55</td>
<td>D</td>
<td>1.00</td>
<td></td>
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<tr>
<td>Percentage</td>
<td>Letter Grade</td>
<td>Grade Point Value</td>
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<td>0–49</td>
<td>F</td>
<td>0</td>
<td>Fail—unsatisfactory performance or failure to meet course requirements.</td>
</tr>
</tbody>
</table>

**Plagiarism:**
Plagiarism occurs when one submits or presents one’s work in a course, or ideas and/or passages in a written piece of work, as if it were one’s own work done expressly for that particular course, when, in fact, it is not. As noted in *The History Student’s Handbook* ([http://hist.ucalgary.ca/sites/hist.ucalgary.ca/files/history_students_handbook_2015.pdf](http://hist.ucalgary.ca/sites/hist.ucalgary.ca/files/history_students_handbook_2015.pdf)), plagiarism may take several forms:

- Failure to cite sources properly may be considered plagiarism. This could include quotations, and wording used from another source but not acknowledged.
- Borrowed, purchased, and/or ghostwritten papers are considered plagiarism, as is submitting one's own work for more than one course without the permission of the instructor(s) involved.
- Extensive paraphrasing of one or a few sources is also considered plagiarism, even when notes are used, unless the essay is a critical analysis of those works.
- The use of notes does not justify the sustained presentation of another author’s language and ideas as one’s own.

Plagiarism is a serious academic offence and written work that appears to contain plagiarized passages will not be graded. All such work will be reported to the Faculty of Arts’ associate deans of students who will apply the penalties specified in the *University of Calgary Calendar*.

**Universal Student Ratings of Instruction (USRI):**
At the University of Calgary, feedback provided by students through the Universal Student Ratings of Instruction survey provides valuable information to help with evaluating instruction, enhancing learning and teaching, and selecting courses ([www.ucalgary.ca/usri](http://www.ucalgary.ca/usri)). Your responses make a difference. Please participate in USRI surveys.

**Academic Accommodations (implemented July 1, 2015):**
The student accommodation policy can be found at: [ucalgary.ca/access/accommodations/policy](http://ucalgary.ca/access/accommodations/policy).

Students needing an Accommodation because of a Disability or medical condition should communicate this need to Student Accessibility Services in accordance with the Procedure for Accommodations for Students with Disabilities [ucalgary.ca/policies/files/policies/student-accommodation-policy](http://ucalgary.ca/policies/files/policies/student-accommodation-policy).

Students needing an Accommodation based on a Protected Ground other than Disability, should communicate this need, preferably in writing, to the course instructor.
Campus Resources for Mental Health:
The University of Calgary recognizes the pivotal role that student mental health plays in physical health, social connectedness and academic success, and aspires to create a caring and supportive campus community where individuals can freely talk about mental health and receive supports when needed. We encourage you to explore the excellent mental health resources available throughout the university community, such as counselling, self-help resources, peer support or skills-building available through the SU Wellness Centre (Room 370, MacEwan Student Centre, https://www.ucalgary.ca/wellnesscentre/services/mental-health-services) and the Campus Mental Health Strategy website (http://www.ucalgary.ca/mentalhealth/).

Other Useful Information:
- Faculty of Arts Representatives: 403-220-6551, arts1@su.ucalgary.ca, arts2@su.ucalgary.ca, arts3@su.ucalgary.ca, arts4@su.ucalgary.ca.
- Student Union Information: http://www.su.ucalgary.ca/.
- Graduate Student Association: http://www.ucalgary.ca/gsa/.
- Student Ombudsman Office: http://www.ucalgary.ca/provost/students/ombuds

Fall 2018