COURSE OBJECTIVES:
Through an examination of the military careers of Canadian officers in all three armed services during the Second World War, students will be given an opportunity to learn leadership styles, accomplishments of these commanders, what made a good leader, how successful each leader was and why.

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 for class discussion 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.” Each of these essays will be graded.

3. Major Course Essay (Due: Thursday, November 7, 2019)
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 (see 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:

5 September 2019
CLASS ONE: Introduction
Overview of Course Content and Expectations
Selection of topics for class essays and presentations

12 September 2019
CLASS TWO: On Military Command
Required Assigned Readings (All Students)

19 September 2019
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.

26 September 2019
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”]
3 October 2019
CLASS FIVE: General Andrew G.L. McNaughton

10 October 2019
CLASS SIX: General Harry Crerar
- Douglas Delaney, *Corps commanders: Five British and Canadian generals at war, 1939-1945*

• 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]


• 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).


• Paul D. Dickson, “The Politics of Army Expansion: General H.D.G. Crerar and the


• 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]

17 October 2019

**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,

24 October 2019

CLASS EIGHT: General E.L.M. Burns

• Lt-Col. Burns, “A Division that can Attack,” *Canadian Defence Quarterly* (3 April 1938), 282-298; Captain G.G. Simonds, “An Army that can Attack - A Division that can Defend” in *CDQ*. (4 July 1938), 413-417; Burns, “Where do the Tanks Belong?” in *CDQ* (1 October 1938), 28-31; and Captain G.G. Simonds, “What Price Assault without Support?” in *CDQ* (2 January 1939), 142-147. [NOTE: 1938-1939 copies are missing from UofC library stacks but available at front desk]
• Horn and Wyczynski, “E.L.M. Burns Canada’s Intellectual General” in *Warrior Chiefs*, 143-164.
• 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]

31 October 2019

**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*.

7 November, 2019
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*.
21 November 2019
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]

28 November 2019
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, 169-174]

- 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]
- 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.
- 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.

5 DECEMBER 2019
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 l49-37]
- Sydney Frost, Once a Patricia: Memoirs of a Junior Infantry Officer in WW II. [See Index]
Program Advising and Student Information Resources:

- **Attention history majors:** History 300 is a required course for all history majors. You should normally take it in your second year.
- For program advising in the Faculty of Arts, contact the Arts Students Centre (ASC) in SS 102, call 403-220-3580, email artsads@ucalgary.ca, or book an appointment with an ASC advisor at https://arts.ucalgary.ca/current-students/undergraduate.
- For further information on academic advising and degree planning for arts students, see https://arts.ucalgary.ca/current-students/undergraduate/academic-advising.
- For registration issues, paying fees, and assistance with MyUofC, contact Enrolment Services in MacKimmie Library Block (MLB), call 403-210-ROCK (7625), or visit http://www.ucalgary.ca/registrar/.
- Registration changes and exemption requests: https://www.ucalgary.ca/registrar/registration/appeals.

Departmental Grading System:
The following percentage-to-letter grade conversion scheme is used in all Canadian Studies, History, and Latin American Studies courses, except for HTST 200.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Letter Grade</th>
<th>Grade Point Value</th>
<th>Description</th>
</tr>
</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>
<td></td>
</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>
</tr>
</tbody>
</table>
### Writing:
All written assignments and written exam responses are assessed partly on writing skills. Writing skills include surface correctness (grammar, punctuation, sentence structure, etc.) and general clarity and organization. Research papers must be properly referenced.

### Red Box Policy:
Essays and other assignments may be dropped into 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. are date stamped 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 at 4:00 p.m. Monday to Friday.

### 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*.

Plagiarism may take several forms:
- Failing to cite sources properly
- Submitting borrowed, purchased, and/or ghostwritten papers
- 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, even when referenced properly, unless the essay is a critical analysis of those works
- Using 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 is reported to the Faculty of Arts’ associate deans of students who will apply the penalties specified in the *University of Calgary Calendar, Section K*. All copyrighted material may be placed on course D2L or web sites without the prior permission of the copyright holders. In some cases, you may be required to purchase a print course pack from the
University of Calgary bookstore or consult books on reserve at the library. For more information on the University of Calgary’s copyright policy, see http://library.ucalgary.ca/copyright.

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

Students needing an accommodation because of a disability or medical condition should contact Student Accessibility Services (https://www.ucalgary.ca/access/) in accordance with the Procedure for Accommodations for Students with Disabilities ucalgary.ca/policies/files/policies/student-accommodation-policy.

Students needing an accommodation based on a protected ground other than disability should contact, preferably in writing, the course instructor.

**Other Useful Information:**

- Department Twitter @ucalgaryhist

Please see https://www.ucalgary.ca/registrar/registration/course-outlines for information on:

- Wellness and Mental Health
- Student Success
- Student Ombuds Office
- Student Union (SU) Information
- Graduate Students’ Association (GSA) Information
- Emergency Evacuation/Assembly Points
- Safewalk

*Fall 2019*