Department of History

HTST 526.01
Canadian Military Leadership in the Second World War
Fall, 2020

Instructor: David J. Bercuson
Email: bercuson@ucalgary.ca
Office Hours and Method: Anytime via email
Course Delivery: Online
Originally Scheduled Class Times: Tuesday at 1400.
Synchronous Class Times: Tuesday at 1400.

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 (https://www.calgarybookstore.ca).

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 in which graduate students may also participate. 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.

**Required Texts for Purchase:**
Granatstein, The Generals.
Hayes, Crerar’s Lieutenants.

**Assessment:**

**COURSE REQUIREMENTS**

<table>
<thead>
<tr>
<th>Class Presentations/Discussion</th>
<th>30%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Essays</td>
<td>40%</td>
</tr>
<tr>
<td>Major Course Essay</td>
<td>30%</td>
</tr>
</tbody>
</table>

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 **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: Friday, November 6, 2020)**
   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 **History Student’s Handbook** ([https://arts.ucalgary.ca/history/current-students/undergraduate/student-handbook](https://arts.ucalgary.ca/history/current-students/undergraduate/student-handbook)). An analytical paper of a very high quality in layout, organization, and presentation is expected. Late papers will not be accepted except in cases of illness or emergency, with the consent of the instructor.

**NOTE:**
ANY STUDENT WHO HAS **NOT** PREVIOUSLY TAKEN A COURSE IN CANADIAN MILITARY HISTORY IS **EXPECTED** TO OBTAIN 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 OBTAIN AND READ ANY STANDARD UNIVERSITY LEVEL TEXT ON POST-CONFEDERATION CANADA AS SOON AS POSSIBLE.

On-Line Instruction Statement:
This seminar will be offered synchronously. (i.e., in real-time at the announced time (Tuesdays at 1400) via Zoom). A Zoom link will be emailed to the class each week. Written work (class essays and major course essay will be submitted to the instructor via email).

Learning Technologies Requirements
A computer with a supported operating system; a current and updated web browser; a webcam (built-in or external); a microphone and speaker (built-in or external or headset); current antivirus and/or firewall software enabled; broadband internet connection.

Guidelines for Synchronous Sessions
Zoom is a video conferencing program that will allow us to meet at specific times for a “live” video conference, so that we can have the opportunity to meet each other virtually and discuss relevant course topics as a learning community. To help ensure Zoom sessions are private, do not share the Zoom link or password with others, or on any social media platforms. Zoom links and passwords are only intended for students registered in the course. Zoom recordings and materials presented in Zoom, including any teaching materials, must not be shared, distributed or published without the instructor’s permission. The use of video conferencing programs relies on participants to act ethically, honestly and with integrity; and in accordance with the principles of fairness, good faith, and respect (as per the Code of Conduct). When entering Zoom or other video conferencing sessions (such as MS Teams), you play a role in helping create an effective, safe and respectful learning environment. Please be mindful of how your behaviour in these sessions may affect others. Participants are required to use names officially associated with their UCID (legal or preferred names listed in the Student Centre) when engaging in these activities. Instructors/moderators can remove those whose names do not appear on class rosters. Non-compliance may be investigated under relevant University of Calgary conduct policies (e.g Student Non-Academic Misconduct Policy). If participants have difficulties complying with this requirement, they should email the instructor of the class explaining why, so the instructor may consider whether to grant an exception, and on what terms. For more information on how to get the most out of your zoom sessions visit: https://elearn.ucalgary.ca/guidelines-for-zoom/.

If you are unable to attend a Zoom session, please contact your instructor to arrange an alternative activity for the missed session (e.g., to review a recorded session). Please be prepared, as best as you are able, to join class in a quiet space that will allow you to be fully present and engaged in Zoom sessions. Students will be advised by their instructor when they are expected to turn on their webcam (for group work, presentations, etc.).

The instructor may record online Zoom class sessions for the purposes of supporting student learning in this class – such as making the recording available for review of the session or for students who miss a session. Students will be advised before the instructor initiates a recording.
of a Zoom session. These recordings will be used to support student learning only and will not be shared or used for any other purpose.

Class Schedule:

8 September 2020
CLASS ONE: Introduction
Overview of Course Content and Expectations
Selection of topics for class essays and presentations

15 September 2020
CLASS TWO: On Military Command
Required Assigned Readings (All Students)


Please note that Theses and Dissertations listed in the Required Assigned Readings under the Class Schedule are normally 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. In all cases the pandemic may create delays in delivery, or in requesting materials from the University library or the library in the Military Museums. Allow sufficient time to enable you to access these readings.

22 September 2020
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.

29 September 2020
CLASS FOUR: Selecting Canadian Officers in World War II
Reading Geoffrey Hayes, *Crerar’s Lieutenants* (entire book)
• Tony Foster, *Meeting of Generals* (Toronto: Methuen, 1986), 53-63. [“The Making of a Warrior: I”]

6 October 2020
CLASS FIVE: General Andrew G.L. McNaughton


• 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.


13 October 2020

**CLASS SIX: General Harry 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]


• 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).

- Jon Guttman, “Closing the Falaise Pocket,” *World War II* 16:3 (Sep 2001) [See UofC e-journals]

20 October 2020

CLASS SEVEN: General Guy Simonds

• Terry Copp, *Guy Simonds and the Art of Command* ( Kingston: Canadian Defence Academy Press, 2007).
• Lt-Col. Roman Jarymowycz, “General Guy Simonds: The Commander as Tragic Hero” in *Warriors: Perspectives on Senior Canadian Military Leaders*, 107-142.
• Terry Copp, *Fields of Fire: the Canadians in Normandy*. [Throughout]
• R. I. Jarymowycz, “Canadian Armour in Normandy: Operation ‘Totalize’ and the Quest for


27 October 2020

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

3 November 2020
CLASS NINE: Admiral Percy W. Nelles
• Marc Milner, *Canada's Navy: The First Century*, 2nd ed. (Toronto: University of Toronto Press, c.2010).
• C.P. Stacey, *Canada and the Age of Conflict, Volume 1: 1867-1921* (1977)
• Tony German, *The Sea is At Our Gates* (1990).
• 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.*

**10 November, 2020 – No Class**

**17 November, 2020**
**CLASS TEN: Air Vice Marshal Clifford “Black Mike” McEwen**

- 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.*
24 November 2020

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]

1 December 2020

CLASS TWELVE: Brigadiers Megill and Rockingham

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.

8 December 2020
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]

**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 documented according to the format described in the History Student’s Handbook.

Please note that Theses and Dissertations listed in the Required Assigned Readings under the Class Schedule are normally 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. In all cases the pandemic may create delays in delivery, or in requesting materials from the University library or the library in the Military Museums. Allow sufficient time to enable you to access these readings.

**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. Please see *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

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 Art’s associate deans of students who will apply the penalties specified in the *University of Calgary Calendar, Section K: Integrity and Conduct*, https://www.ucalgary.ca/pubs/calendar/current/k.html

**Academic Accommodations:**
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...

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

Copyright:
The University of Calgary has opted out of the Access Copyright Interim Tariff proposed by the Copyright Board. Therefore, 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. No copyrighted reading 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 consult books on reserve at the library. For more information on the University of Calgary’s copyright policy, see http://library.ucalgary.ca/copyright.

Sexual Violence Policy
The University recognizes that all members of the University Community should be able to learn, work, teach and live in an environment where they are free from harassment, discrimination, and violence. The University of Calgary’s sexual violence policy guides us in how we respond to incidents of sexual violence, including supports available to those who have experienced or witnessed sexual violence, or those who are alleged to have committed sexual violence. It provides clear response procedures and timelines, defines complex concepts, and addresses incidents that occur off-campus in certain circumstances. Please see the policy available at https://www.ucalgary.ca/policies/files/policies/sexual-violence-policy.pdf

Other Useful Information:
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
- Campus Security and Safewalk (220-5333)

Department Twitter @ucalgaryhist

Fall 2020