

**Integrated Business Humanities 1BA3  
Leadership Coaching  
Fall 2022 Course Outline**

**DeGroot School of Business  
McMaster University**

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***COURSE OBJECTIVE***

As a core course in the Integrated Business Humanities program, this course is designed to: (1) facilitate students' learning of key principles and concepts of leading and managing organizing; (2) develop students' awareness of skills and tools needed for Leading organizations; and (3) provide students with the opportunity to apply knowledge and skills related to cases with a focus on sustainability, SME, and ethical decisions.

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***INSTRUCTOR AND CONTACT INFORMATION***

**Mojan Naisani, M.A.**  
Instructor  
[naisanim@mcmaster.ca](mailto:naisanim@mcmaster.ca)  
Office Hours: by appointment

**TA**  
Marisa Chrysanthou  
[chrysanm@mcmaster.ca](mailto:chrysanm@mcmaster.ca)

**Class time:**  
Friday 11:30am – 2:20pm  
**Class Location:** ABB B118

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***COURSE ELEMENTS***

Credit Value: 3	Leadership: Yes	IT skills: No	Global view: Yes
A2L: Yes	Ethics: Yes	Numeracy: No	Written skills: Yes
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: No	Final Exam: Yes	Guest speaker(s): Maybe

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***COURSE DESCRIPTION***

This course provides knowledge on the key aspects of leading and managing within organizations, emphasizing the importance of strategic management of organizations as well as effective understanding and application of theory and related behavioural choices with a particular focus on sustainability, SME, and ethical leadership. The content of this course focuses on individuals and groups as the primary unit of analysis. You will learn (or learn in greater detail), topics such as personality; values; perception; motivation; communication; group dynamics; leadership; power and politics; conflict and stress management; and change management.

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## COURSE MATERIALS AND READINGS

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### Required Textbook:

*Organizational Behaviour: Understanding and Managing Life at Work (12th Edition)*  
Published by Pearson Education Canada © 2023, by Gary Johns and Alan Saks  
(Prentice Hall)

1. When you're ready, join your course at <https://console.pearson.com/enrollment/vx7pvn>
2. Sign into your Pearson account or create one.
3. Redeem your access code purchased from the bookstore or purchase instant access online. (Temporary access option for financial aid is also available.)
4. You will be provided with the option at this point to purchase a loose-leaf copy. You can choose to purchase it now or a later time (instructions are located in your REVEL confirmation email).  
Go to the link below to watch a close captioned video on how to log in to Revel  
<https://youtu.be/pavN9npktBI>

### E-text:

6 months: \$49.95  
12 months:  
\$79.95

### Loose Leaf

(through REVEL):  
\$90

Your best path to resolve technical issues is to contact technical support at this link:

<https://support.pearson.com/getsupport/s/contactsupport>

When you contact them, please include the following information:

1. Your username
2. OS (Windows 8)
3. Browser (preferred browser is Chrome)
4. Exactly what you are trying to open.
5. Error message (if any) that appears when you try to open it.

**If your query is not resolved in 48 hours, please email Pamela at [pamela.ho@pearson.com](mailto:pamela.ho@pearson.com) and let her know your incident #.**

### Required Case Material:

\$8.90 (CDN)

Case Course Pack, Ivey Publishing (Digital Download)

<https://www.iveypublishing.ca/s/ivey-coursepack/a1R5c00000E8ta4EAB>

**\*\*Note:** This course pack needs to be purchased individually by each student. This is a copyright violation to share a course pack with another student. Instructions for purchasing the course pack will be provided via Avenue.

### Class Question

\$ FREE

We will be using ClassQuestion for in-class participation. To sign-up, please go to <https://classquestion.com/index> and follow the steps to sign up. Our course code is **VNDCQ**.

You will be using ClassQuestion to submit answers to in-class questions using your phone, laptops, or tablets. If you already have a ClassQuestion account, go to “Add Class” and enter our class code. You must sign-up using your Student ID.

**Other Materials:** Additional readings and materials will be assigned during the semester, at the discretion of the instructor

\$ FREE

Avenue to Learn registration for course content, readings, and other case materials  
<http://avenue.mcmaster.ca/>

Note: Announcements, updates, and scheduling changes will be posted to the course website so be sure to check website regularly.

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## **LEARNING OUTCOMES**

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Upon successful completion of this course, students will be able to complete the following key tasks:

- Increase your understanding of the theories and concepts related to individuals, groups, and interpersonal processes within the organizational context
- Gain a broad intellectual understanding of the central concepts in judgement and decision-making.
- Improve your analytical abilities with respect to problem identification, analysis, and the development of alternative solutions.
- Develop a toolkit of useful skills, strategies, and approaches drawn from organizational behaviour.
- Develop confidence in your ability to make changes within relationships, teams, and organizations
- Improve your analytical abilities with respect to problem identification, analysis, and the development of alternative solutions

Learning outcomes will be achieved through reading of text and other course material, assigned work, lectures, presentations, videos, in-class activities, discussions, and other student contributions.

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## **COURSE EXPECTATIONS**

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You are expected to contribute to a respectful and collaborative learning environment inside the classroom and in your other interactions and communications associated with this course. The value of this course for you and your peers will depend on your **regular presence, timely preparation, and active participation** in each class.

These are the expectations for your work in this course:

- Attend all class sessions

- Come to class prepared by having completed the assigned readings and any required assignments, quizzes, etc., and being ready to discuss your reflections on and responses to the assigned readings.
- Engage in reflective discussions and activities with class peers and the instructor in an inviting, thoughtful, and respectful manner.

### **COMMUNICATION AND FEEDBACK**

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their **official McMaster University email account**. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. Instructors are required to provide evaluation feedback for at least 10% of the final grade to students prior to Week #9 in the term. Instructors may solicit feedback via an informal course review with students by Week #4 to allow for time for modifications in curriculum delivery. **Please provide 48 hours (over business days) for email replies.**

### **COMPONENTS AND WEIGHTS**

Missed tests/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence of MSAF. Your final grade will be calculated as follows:

Participant Mark	10%
Assignment #1	12%
Assignment #2	12%
Group Member Ratings (2 x 3%)	6%
Midterm Exam	30%
Final Exam	30%
<b>Total</b>	<b>100%</b>

### **COURSE DELIVERABLES**

#### **Participation Mark – (10%)**

You are expected to participate in class discussions and prepare for each class by completing the assigned readings and quizzes. ClassQuestion will be utilized for participation. You will not be marked for correctness, only for participating. I want this class to be engaging and have thoughtful discussions and participating in class is essential. You will be able to miss one class date of participation without receiving a penalty.

#### **Assignment #1 (12%) – Company Analysis (Group Assignment)**

Due Date: October 7<sup>th</sup> at 11:59PM EST on Avenue

You will be working in groups of 4 or 5. Students have until **September 17th** to select their group members and register their group on Avenue. I will randomly assign any students not registered for a group after that date.

The assignment instructions will be released on **September 19th**. This is to ensure all groups have equal amounts of time to complete the assignment.

After the completion of the assignment, each group member will rate their team members as well as themselves on their contribution to the assignment using an online survey. This rating will contribute to 3% of their team member grade. Students who do not submit their group member ratings will receive a 0, and the group members participation mark will be an average of the remaining ratings. In cases when an entire team feels that a specific team member severely failed to adequately contribute, the team can request to have this student assignment mark reduced. If this occurs, please contact me as soon as possible so that we can resolve the issue.

Late assignments will be penalized **10% per day**. If an assignment is found to be plagiarized, all group members will receive a 0 for the assignment.

**Assignment #2 (12%) – Case Study on Goldman Sachs (Ivey Case; Group Assignment)**

Due Date: November 25th @ 11:59PM EST on Avenue

You will continue to work with your existing group of 4 or 5 to complete this assignment.

The assignment will be released **November 4<sup>th</sup>**. Final assignment details will be discussed during the class and posted on Avenue at that time.

After the completion of the case, each group member will rate their team members as well as themselves on their contribution to the assignment using an online survey. This rating will contribute to 3% of their team member grade. Students who do not submit their group member ratings will receive a 0, and the group members participation mark will be an average of the remaining ratings. In cases when an entire team feels that a specific team member severely failed to adequately contribute, the team can request to have this student assignment mark reduced. If this occurs, please contact me as soon as possible so that we can resolve the issue.

Late assignments will be penalized 10% per day. If an assignment is found to be plagiarized, all group members will receive a 0 for the assignment.

**Midterm Exam (30%) – October 24<sup>th</sup> 6-9pm EST, T13 127**

The midterm exam will be multiple choice questions, short answer and may include long answer questions. More details will be provided closer to the exam.

**Final Exam (30%) – To be Announced later**

The final exam will be non-cumulative. It will multiple choice questions, short answer and may include long answer questions. More details will be provided closer to the exam.

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## **COMMUNICATION AND FEEDBACK**

Students who wish to correspond with the Instructors directly via email must send messages that originate from their official **McMaster University email account**. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

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### ***REQUESTING RELIEF FOR MISSED ACADEMIC WORK***

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In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar [“Requests for Relief for Missed Academic Term Work”](#) and the link below;

<http://ug.degroot.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

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### ***ACADEMIC INTEGRITY***

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You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g., the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](#), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g., the submission of work that is not one’s own or for which other credit has been obtained.
  - improper collaboration in group work.
  - copying or using unauthorized aids in tests and examinations.
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### ***AUTHENTICITY/PLAGIARISM DETECTION***

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Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g., A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

**All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to [www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity).

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## ***COURSES WITH AN ON-LINE ELEMENT***

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**Some courses may** use on-line elements (e.g., email, Avenue to Learn (A2L), web pages, TopHat, MS Teams, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, usernames for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

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## ***ONLINE PROCTORING***

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**Some courses may** use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

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## ***CONDUCT EXPECTATIONS***

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As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g., use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

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## ***ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES***

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Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or [sas@mcmaster.ca](mailto:sas@mcmaster.ca) to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

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## ***ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)***

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Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

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### ***COPYRIGHT AND RECORDING***

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Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical, and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

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### ***EXTREME CIRCUMSTANCES***

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The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

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### ***RESEARCH USING HUMAN SUBJECTS***

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All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>

Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

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### ***ACKNOWLEDGEMENT OF COURSE POLICIES***

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Your enrolment in Integrated Business Humanities 1BA3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

**COURSE SCHEDULE**

WEEK	DATE	TOPIC	ASSIGNMENT
1	Sept 9	O.B. Introduction and Personality	Course Outline Chapter 1 and Chapter 2 pp 54-66
2	Sept 16	Values, Attitudes and Perception	Chapter 3-4 Read: How Smart Tech is Transforming Nonprofits ( <a href="https://hbr.org/2021/12/how-smart-tech-is-transforming-nonprofits">https://hbr.org/2021/12/how-smart-tech-is-transforming-nonprofits</a> )
3	Sept 23	Motivation	Chapter 2 pp 67-83, Chapter 5-6
4	Sept 30	TRUTH AND RECONCILIATION DAY	No Class
5	Oct 7	Decision Making and Communication	Chapter 10 Chapter 11 pp422-438, 443-453 (Omit 11.6) <b>Assignment #1 Due at 11:59PM</b>
6	Oct 14	MID-TERM RECESS	No Class
7	Oct 21	Groups Dynamics and Teamwork and Decision Making	Chapter 7 Chapter 11 (pp438-443) Read: 5 things High-Performing Teams Do Differently
8	Oct 28	Culture and Socialization	Chapter 8 Read Ivey: Social Justice at
9	Nov 4	Leadership	Chapter 9 Read Ivey: Amazon as an Employer
10	Nov 11	Power, Politics, and Ethics	Chapter 12
11	Nov 18	Conflict and Stress	Chapter 13
12	Nov 25	Environment, Strategy and Structure	Chapter 14 <b>Assignment #2 Due at 11:59PM</b>
13	Dec 2	Organizational Change	Chapter 15
	TBD	Final Exam (non-cumulative)	Final Exam Based on