



## **Organizational Governance Management and Organizational Studies**

**MOS 3388 550 | Winter 2023**

Huron University College, Room HC-A1

Fridays 2:30-5:30pm

### **Dr. Kate Graham**

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Office Hours: [Book a time to meet](#)

Prerequisite(s): Enrollment in 3<sup>rd</sup> or 4<sup>th</sup> year of MOS

### **Course Description**

How do organizations make the best decisions possible, use resources optimally, and organize themselves to achieve results? How should decisions be made, and by who? What does building trust, acting ethically, and creating value look like in a contemporary organizational context?

These and other questions are at the heart of our exploration in this course: a deep dive into the nature and character of governance in an organizational context. The objective is to help students think critically about governance from different perspectives and understand how and why governance can evolve over time to realize different outcomes. We focus on the Particular attention is paid to the role of the board, top executives including the CEO, and leadership structures. We examine governance across and between sectors for an introspective and timely look at the transformative power that good governance can have within (and beyond) an organization.

### **Course Objectives**

The purpose of this course is to enable students to:

1. Understand the major differences between various approaches to organizational governance: its structures, relationships, objectives, methods, and implications;
2. Enhance their own critical thinking, analysis, reading and writing skills;

3. Assess major environmental changes that have led most Western economies to alter their approach to governance; and
4. Reflect critically on the long-term implications of major governance trends and shifts, including inside and outside of an organizational context.

## Evaluation

- **Class Participation (20%)** – students are expected to attend and actively participate in all class discussions and activities. Case studies will be frequently used during class discussions, so active participation in these conversations will be especially important. The evaluation will be based on in-class contributions during lectures, student presentations, guest speaker conversations and all other class activities. Marks will be provided at the mid-point (Friday, February 17, 2023) and at the conclusion of the course (Friday, March 31).
- **Governance Transitions – Critical Reflections (15%)** – students will choose a high profile example of a major governance-related transition in an organizational context. A list of options will be provided in class, or the student may choose their own example. Students will write an up to 1,000 word reflection describing the transition that has taken place, and then critically examining the broader implications and learnings related to organizational governance. Reflections are due on OWL by Friday, January 27, 2023 at 12pm.
- **Case Reports (20% x 2 = 40%)** – students will write two case reports, both responding to a specific case study (to be provided) from a particular perspective (students will have some choice on the perspective to take in their response). Case reports are to be no longer than 1,500 words and will be evaluated based on the depth of analysis, quality of recommendations, and ability to apply concepts from the course. The first case report is due on Friday, February 17, 2023 at 12pm on OWL. The second case report is due on Friday, March 17, 2023 at 12pm on OWL.
- **Final Exam (25%)** – students will write an exam covering the contents of the course, including all readings, class discussions, case studies and speaker conversations. The exam will be held during the exam period and will include multiple choice, short answer and long answer essay questions.

## Readings

This course draws on one central textbook which students are strongly encouraged to obtain either by purchasing or accessing through the library:

LeBlanc, R. (2019) *The Handbook of Board Governance: A Comprehensive Guide for Public, Private, and Not-for-Profit Board Members* (2<sup>nd</sup> Edition preferred, but First edition suitable), Wiley.

We will also be drawing on an array of materials posted in the schedule below, and when possible will be made available in OWL. Weekly readings may change or be added, as events develop (eg. relevant media articles about current events will be added throughout the course).

### Class Schedule

<p><b>Class #1</b></p> <p>Friday, January 13, 2023 @ 2:30-5:30</p>	<p><b>Welcome &amp; Introductions</b></p> <ul style="list-style-type: none"> <li>• Introductions</li> <li>• Warm up reflective exercise</li> <li>• Review of course outline and expectations</li> <li>• Instructions for Governance Transitions Critical Reflections assignment (worth 15%, due on January 27, 2023 at 12pm)</li> <li>• Organizational governance: why this topic matters</li> </ul>
<p><b>Class #2</b></p> <p>Friday, January 20, 2023 @ 2:30-4:30</p> <p><i>*Note: this class will be shorter, ending at 4pm</i></p>	<p><b>Organizational Governance</b></p> <ul style="list-style-type: none"> <li>• Definitions and debates</li> <li>• Historical evaluation</li> <li>• Trends across public, private and nonprofit sectors</li> <li>• Case study exercise (provided in class)</li> </ul> <p>Readings:</p> <ul style="list-style-type: none"> <li>• Klein, Peter G. et al. (2019), "Organizational Governance Adaptation: Who Is In, Who Is Out, Who Gets What," <i>Academy of Management Review</i> Vol. 44, No.1.</li> </ul>
<p><b>Class #3</b></p> <p>Friday, January 27, 2023 @ 2:30-5:30</p>	<p><b>The Board of Directors: Role &amp; Responsibilities</b></p> <ul style="list-style-type: none"> <li>• What is a Board and why does it exists</li> <li>• Role definitions &amp; responsibilities</li> <li>• Fiduciary dutuy</li> <li>• Conflicts of interest</li> <li>• Composition, dynamics, and decision making</li> </ul> <p>Readings:</p> <ul style="list-style-type: none"> <li>• LeBlanc, R., "Chapter 8: Director Independence, Competence and Behaviour"</li> </ul>

	<ul style="list-style-type: none"> <li>Tobias and Pallotta, "Chapter 11: Every Seat Matters" in LeBlanc, R., <i>The Handbook of Board Governance</i></li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>Governance Transitions Critical Reflection (15%) is due on OWL on Friday, January 27, 2023 at 12pm</li> </ul>
<p><b>Class #4</b></p> <p>Friday, February 3, 2023 @ 2:30-5:30</p>	<p><b>The Board Chair Role</b></p> <ul style="list-style-type: none"> <li>Role and responsibilities</li> <li>Tensions and challenges</li> <li>Styles of Chairing</li> </ul> <p>Readings:</p> <ul style="list-style-type: none"> <li>Wolfe, "Chapter 5: The non-exective chair[person]," in LeBlanc, R., <i>The Handbook of Board Governance</i></li> <li>Watson and Kelsall, "Chapter 6: Great boards don't exist without great chairs," in LeBlanc, R., <i>The Handbook of Board Governance</i></li> <li>McDonell, "Chapter 12: The Art of Asking Questions as a Director," n LeBlanc, R., <i>The Handbook of Board Governance</i></li> </ul>
<p><b>Class #5</b></p> <p>Friday, February 10, 2023 @ 2:30-4:00</p> <p><i>*Note: this class will be shorter, ending at 4pm</i></p>	<p><b>The CEO Role</b></p> <ul style="list-style-type: none"> <li>Role and responsibilities</li> <li>Tensions and challenges</li> <li>Styles of leading, including 'up' and 'down'</li> </ul> <p>Readings:</p> <ul style="list-style-type: none"> <li>Larkin, "Chapter 2: CEO Succession Planning," in LeBlanc, R., <i>The Handbook of Board Governance</i></li> <li>Larcker and Tayan, "Chapter 3: CEO Succession Planning," in LeBlanc, R., <i>The Handbook of Board Governance</i></li> </ul>
<p><b>Class #6</b></p> <p>Friday, February 17, 2023 @ 2:30-5:30</p>	<p><b>Guest Speakers: Sitting on a Board</b></p> <ul style="list-style-type: none"> <li>Speakers TBD – speaker bios (and possibly related reading materials) will be posted on OWL in advance</li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>First case report due (20%) is due on OWL on Friday, February 17, 2023 at 12pm</li> </ul>

	<ul style="list-style-type: none"> <li>• First half participation marks will be posted after this class (worth 10%)</li> </ul>
<b>WINTER READING WEEK: NO CLASSES DURING WEEK OF FEBRUARY 20-24, 2023</b>	
<b>Class #7</b>  Friday, March 3, 2023 @ 2:30-5:30	<b>Board Succession Planning &amp; EDI</b> <ul style="list-style-type: none"> <li>• Recruitment processes</li> <li>• Evaluation</li> <li>• Succession</li> <li>• EDI &amp; boards</li> </ul> Readings: <ul style="list-style-type: none"> <li>• Stengel, "Chapter 13: Board Succession, Evaluation and Recruitment," in LeBlanc, R., <i>The Handbook of Board Governance</i></li> <li>• Herbert, "Chapter 10: The state of gender diversity in boardrooms," in LeBlanc, R., <i>The Handbook of Board Governance</i></li> </ul>
<b>Class #8</b>  Friday, March 10, 2023 @ 2:30-5:30	<b>Digital &amp; Technological Governance</b> <ul style="list-style-type: none"> <li>• Impact of emerging technologies</li> <li>• Digital transformations in organizational governance</li> </ul> Readings: <ul style="list-style-type: none"> <li>• Evans, "Chapter 18: Technology and the Corporate Board in 2020 and Beyond," in LeBlanc, R., <i>The Handbook of Board Governance</i></li> <li>• Herbert, "Chapter 19: Responsive governance in a digital world," in LeBlanc, R., <i>The Handbook of Board Governance</i></li> <li>• Stein, "Chapter 22: Reflections of a Board Chair on the Christchurch Massacre: Governing Social Media," in LeBlanc, R., <i>The Handbook of Board Governance</i></li> </ul>
<b>Class #9</b>  Friday, March 17, 2023 @ 2:30-5:30	<b>No class this week – work time for case reports</b>  Notes: <ul style="list-style-type: none"> <li>• Second case report due (20%) is due on OWL on Friday, March 17, 2023 at 12pm</li> </ul>

<p><b>Class #10</b></p> <p>Friday, March 24, 2023 @ 2:30-5:30</p>	<p><b>Strategic Governance</b></p> <ul style="list-style-type: none"> <li>• Short term impacts, long term thinking</li> <li>• Blindspots in the boardroom</li> </ul> <p>Readings:</p> <ul style="list-style-type: none"> <li>• Babcock et al, "Chapter 34: The Three Dilemmas," in LeBlanc, R., <i>The Handbook of Board Governance</i></li> <li>• Metayer, "Chapter 35: Strategic blindspots in the boardroom," in LeBlanc, R., <i>The Handbook of Board Governance</i></li> </ul>
<p><b>Class #11</b></p> <p>Friday, March 31, 2023 @ 2:30-4:00</p> <p><i>*Note: this class will be shorter, ending at 4pm</i></p>	<p><b>Governance in a Globalized World</b></p> <ul style="list-style-type: none"> <li>• Broad changes in the context and environment for organizational governance</li> <li>• Implications and considerations ahead</li> </ul> <p>Readings:</p> <ul style="list-style-type: none"> <li>• Panday, "Chapter 56: Cross-Border Corporate Governance," in LeBlanc, R., <i>The Handbook of Board Governance</i></li> </ul> <p>Notes:</p> <ul style="list-style-type: none"> <li>• Second half participation marks will be posted after this class (worth 10%)</li> <li>• Final exam to be held during exam period (worth 25%)</li> </ul>

**ADDITIONAL NOTES**

**Prerequisites**

Students are responsible for ensuring that they have successfully completed all course prerequisites. If you do not have the prerequisites for this course, and you do not have written special permission from your Dean to enroll in this course, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

**Late Penalties**

Assignments submitted after the stated due date, without approval at least two days prior to the due date, will be deducted 5% per day for up to 10 days at which time the assignment will receive a grade of zero.

## **Plagiarism**

Plagiarism is an academic offense and will be treated as such. Students who are in doubt as to the nature of this offence should consult their instructor, Department Chair, or Dean's Office, as well as the Huron University College Statement on Plagiarism, available at the Reference Desk in the Huron University College Library and at [www.huronuc.on.ca](http://www.huronuc.on.ca). In addition, students may seek guidance from a variety of current style manuals available at the Reference Desk in the Huron University College Library. Information about these resources can be found at [www.huronuc.on.ca/library&computing~styleguides](http://www.huronuc.on.ca/library&computing~styleguides). Plagiarism detection software may be used in this course. Students may be required to submit their work in electronic form.

## **Appendix to Course Outlines: Academic Policies & Regulations Fall/Winter 2022-2023**

Huron will continue to follow the guidance of public health and government officials. It is anticipated that there will be no disruptions to in-person instruction. This is subject to change.

### **Student Code of Conduct**

Membership in the community of Huron University College and Western University implies acceptance by every student of the principle of respect for the rights, responsibilities, dignity and well-being of others and a readiness to support an environment conducive to the intellectual and personal growth of all who study, work and live within it. Upon registration, students assume the responsibilities that such registration entails. While in the physical or online classroom, students are expected to behave in a manner that supports the learning environment of others. Please review the Student Code of Conduct at:

<https://huronatwestern.ca/sites/default/files/Res%20Life/Student%20Code%20of%20Conduct%20-%20Revised%20September%202019.pdf>.

### **Prerequisite and Antirequisite Information**

Students are responsible for ensuring that they have successfully completed all course prerequisites and that they have not completed any course antirequisites. Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

### **Attendance Regulations for Examinations**

A student is entitled to be examined in courses in which registration is maintained, subject to the following limitations:

- 1) A student may be debarred from writing the final examination for failure to maintain satisfactory academic standing throughout the year.
- 2) Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course will be reported to the Dean of the Faculty offering the course (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean of that Faculty, the student will be debarred

from taking the regular examination in the course. The Dean of the Faculty offering the course will communicate that decision to the Dean of the Faculty of registration.

Review the policy on Attendance Regulations for Examinations here: [Academic Calendar - Western University \(uwo.ca\)](#)

### **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, at the following website: [Academic Calendar - Western University \(uwo.ca\)](#). The appeals process is also outlined in this policy as well as more generally at the following website:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/appealsundergrad.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/appealsundergrad.pdf).

### **Turnitin.com**

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>).

### **Statement on Use of Electronic Devices**

It is not appropriate to use electronic devices (such as, but not limited to, laptops, tablets, cell phones) in the classroom for non-classroom activities. Such activity is disruptive and distracting to other students and to the instructor, and can inhibit learning. Students are expected to respect the classroom environment and to refrain from inappropriate use of technology and other electronic devices in class.

### **Statement on Use of Personal Response Systems (“Clickers”)**

Personal Response Systems (“clickers”) may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning. Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else’s clicker in class constitutes a scholastic offence
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence.

### **Academic Consideration for Missed Work**

All students pursuing academic consideration, regardless of type, must contact their instructors no less than 24 hours following the end of the period of absence to clarify how they will be expected to fulfill the academic responsibilities missed during their absence. **Students are reminded that they should consider carefully the implications of postponing tests or midterm exams or delaying submission of work, and are encouraged to make appropriate decisions based on their specific circumstances.**

Students who have conditions for which academic accommodation is appropriate, such as disabilities or ongoing or chronic health conditions, should work with Accessible Education Services to determine appropriate forms of accommodation. Further details concerning policies and procedures



may be found at: <http://academicsupport.uwo.ca/>.

### **Policy on Academic Consideration for a Medical/ Non-Medical Absence**

#### **(a) Consideration on Medical Grounds for assignments worth *less than 10%* of final grade: Consult Instructor Directly and Contact Academic Advising**

When seeking consideration on **medical grounds** for assignments worth *less than 10%* of the final course grade, the student should contact the instructor directly. The student need only share broad outlines of the medical situation. The instructor **may** require the student to submit documentation to the academic advisors, in which case she or he will advise the student and inform the academic advisors to expect documentation. If documentation is requested, the student will need to complete and submit the [Student Medical Certificate](#). The instructor may **not** collect medical documentation. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been notified of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation.

#### **b) Medical Grounds for assignments worth 10% or more of final grade: Go Directly to Academic Advising**

University Senate policy, which can be found at [Academic Calendar - Western University \(uwo.ca\)](#) requires that all student requests for accommodation on medical grounds for assignments worth 10% or more of the final grade be made directly to the academic advising office of the home faculty (for Huron students, the “home faculty” is Huron), with supporting documentation in the form (minimally) of the Senate-approved Student Medical Certificate found at: [https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf).

The documentation is submitted in confidence and will not be shown to instructors. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been notified of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. The instructor will not normally deny accommodation where appropriate medical documentation is in place and where the duration it describes aligns with the due date(s) of assignment(s). Before denying a request for accommodation on medical grounds, the instructor will consult with the Dean. The instructor’s decision is appealable to the Dean.

#### **c) Consideration on Non-Medical Grounds: Consult Huron Support Services/Academic Advising, or email [huronsss@uwo.ca](mailto:huronsss@uwo.ca).**

Students seeking academic consideration for a **non-medical** absence (e.g. varsity sports, religious, compassionate, or bereavement) will be required to provide appropriate documentation. All consideration requests must include a completed [Consideration Request Form](#). Late penalties may apply at the discretion of the instructor.

Please review the full policy on Academic Consideration for medical and non-medical absence at: [accommodation\\_medical.pdf \(uwo.ca\)](#). Consult [Huron Academic Advising](#) at [huronsss@uwo.ca](mailto:huronsss@uwo.ca) for any further questions or information.

### **Support Services**

For advice on course selections, degree requirements, and for assistance with requests for medical accommodation, students should email an Academic Advisor in Huron's Student Support Services at [huronsss@uwo.ca](mailto:huronsss@uwo.ca). An outline of the range of services offered is found on the Huron website at: <https://huronatwestern.ca/student-life/student-services/>.

Department Chairs, Program Directors and Coordinators are also able to answer questions about individual programs. Contact information can be found on the Huron website at: <https://huronatwestern.ca/contact/faculty-staff-directory/>.

If you think that you are too far behind to catch up or that your workload is not manageable, you should consult your Academic Advisor. If you are considering reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines. Please refer to the Advising website, <https://huronatwestern.ca/student-life/student-services/academic-advising/> or review the list of official Sessional Dates on the Academic Calendar, available here: <http://www.westerncalendar.uwo.ca/SessionalDates.cfm>.

You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. Note that dropping a course may affect OSAP and/or Scholarship/Bursary eligibility.

Huron Student Support Services: <https://huronatwestern.ca/student-life/student-services/> Office of the Registrar: <https://registrar.uwo.ca/>  
Student Quick Reference Guide: <https://huronatwestern.ca/student-life/student-services/#1> Academic Support & Engagement: <http://academic-support.uwo.ca/>  
Huron University College Student Council: <https://huronatwestern.ca/student-life/beyond-classroom/hucsc/>  
Western USC: <http://westernusc.ca/your-services/#studentservices>

### **Wellness and Health Supports at Huron and Western**

University students may encounter setbacks from time to time that can impact academic performance. Huron offers a variety of services that are here to support your success and wellbeing. All Huron staff and faculty have received training on responding to disclosures of Gender-Based Sexual Violence (GBSV); students should know that the Community Safety Office is a resource for survivors, providing support and, if desired, guidance while referring them to the further supports that they may require. Please visit <https://huronatwestern.ca/student-life-campus/student-services/wellness-safety> for more information or contact staff directly:

#### **Wellness Services:**

[huronwellness@huron.uwo.ca](mailto:huronwellness@huron.uwo.ca) Community

Safety Office: [safety@huron.uwo.ca](mailto:safety@huron.uwo.ca)

Additional supports for Health and Wellness may be found and accessed at Western through, <https://www.uwo.ca/health/>.

**Western Calendar - Policy Pages -**  
[Academic Calendar - Western University \(uwo.ca\)](http://www.uwo.ca)