

**Business 1220E
Introduction to Business
Sections 530, 531 & 532 with Carlie Bell (prev. Forbes)**

School of Leadership & Social Change

CONTACT INFORMATION

Instructor: **Ms. Carlie Bell**
Office: UH 362
E-mail: cbell@uwo.ca
Office Hours: Wednesdays,
12:00p.m. – 1:00p.m.
OR by appointment
*Carlie will be in the Mercato during office
hours, so find her there ☺*

Website: <https://owl.uwo.ca/>

CLASS INFORMATION

Section 530: Mondays & Wednesdays,
2:30p.m. – 4:00p.m.,
Mother St. James Building, Room 303

Section 531: Wednesdays
8:30a.m. – 11:30a.m.,
Mother St. James Building, Room 303

Section 532: Monday Nights,
6:00p.m. – 9:00p.m.,
Ursuline Hall, Room 30

***(WARNING: the Ursuline Hall doors are locked after
hours, so be sure to be on time and do NOT leave the
building unless someone will wait for you to let you
back in).***

COURSE DESCRIPTION

Business 1220E, offered by the Ivey Business School, gives students from all faculties the opportunity to learn business fundamentals in finance, marketing, operations, organizational behavior and general management, and offers an excellent overview of the Ivey case method which challenges students to learn by doing, within an active class environment.

This introductory survey course assumes no prior knowledge of business. Business 1220E requires no prerequisites. Although not a requirement for Ivey's HBA Business Program, Business 1220E offers an excellent overview of the Ivey case teaching method.

COURSE OBJECTIVES

- C1. To present an introductory course in business administration and to offer students an exposure to Finance, Marketing, Operations, Organizational Behaviour, and General Management.
- C2. To develop skills for effective problem-solving. To do this, students will learn basic analytical tools (e.g., projections, break-evens, cost/benefit analysis, etc.) and then be required to apply these tools to problems, using case methodology.
- C3. To practise decision-making with imperfect information under time constraints.
- C4. To develop communication skills, both oral and written.
- C5. To provide an overview of the first year of the HBA and MBA programs at the Richard Ivey School of Business.

STUDENT LEARNING OUTCOMES

At the end of this course students will be able to:

- L1. Make decisions regarding loan requirements after having analyzed the past financial status of a firm (via analysis of the Statement of Cash Flows and ratios), projecting future financing requirements, and assessing the sensitivity of, and the risk associated with, the loan request (Finance unit).
- L2. Develop and assess the feasibility of a marketing plan that focuses on an appropriate target market via specific products and packages of benefits, pricing, placement and promotional decisions after having analyzed the industry, consumers, competition and distribution channels (Marketing unit).
- L3. Assess and determine the most appropriate adjustments, changes and/or investments to improve the efficiency or effectiveness of firm operations after having identified the process type, capacity of current operations and the customers' needs (Operations unit).
- L4. Develop an effective and detailed action plan to resolve interpersonal workplace tensions and issues both in the short-term and long-term by determining and addressing the root cause(s) of the issue(s) (power and influence, leadership, motivation, diversity, organizational structure, cognitive differences) and considering possible outcomes (Organizational Behaviour unit).
- L5. Make strategic decisions regarding the future direction of firms after considering which option(s) fit best given the firms' wants, needs and cans (goals and objectives, industry, consumer, competition and distribution impacts/implications, corporate capabilities). Students will also be able to value a firm (identify its worth) via the Net Book Value, Economic Appraisal, and Capitalization of Earnings valuation methods (General Management unit).

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honour course policies, attend classes regularly, complete all assigned work in good faith and on time, demonstrate comprehension of the course content, and meet all other course expectations of you as a student.

BRESCIA UNIVERSITY COLLEGE COMPETENCIES

Primary competencies developed in this course include:

1. Communication
2. Critical Thinking
3. Inquiry and Analysis
4. Problem Solving
5. Self-Awareness & Development
6. Social Awareness & Engagement

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.

COURSE MATERIALS

1. Course Pack: *Making Business Decisions: Text and Cases, Tenth Edition*, Grasby, Crossan, Frost, Haywood-Farmer, Pearce & Purdy. Ivey Management Services, 2017.

The course casebook and handouts are protected under copyright law and are considered mandatory fees by Western Senate and the Board of Governors.

2. Up-to-date information on class assignments, reports, exams and grades is provided on C. Bell's Business 1220E OWL site: <https://owl.uwo.ca/> (enter your Western ID and Password). Note the 'lecture' slides used in class can be found on this OWL site and should be printed and brought to class to aid with note-taking.

COURSE STRUCTURE AND CONTENT

The course is taught in five units: Financial Management, Marketing Management, Operations Management, Organizational Behaviour, and General Management. In each unit, students will examine and discuss a broad range of business cases involving situations where analysis and decision making are required. Students write a test (or exam) or a report at the end of each unit. Students are also required to participate in a mandatory research component.

While students are expected to learn about the problems that managers face, the major benefit of the course is an understanding of the environment in which managers make decisions. Students will learn some of what is involved in good and bad judgment. Above all, they will develop the capacity to make sound decisions based on the available information. The course stresses the importance of making timely decisions, often with imperfect information.

Not all material that the student is expected to understand will be explicitly covered in class.

Teaching Methodology and Expectations of Students

This course is taught primarily by the case method, which requires a much greater involvement of the student in class than does the traditional lecture method. Students will analyze the case individually in preparation for the class discussion. In the classroom, the instructor will act as discussion leader, with emphasis on students' active participation. The very nature of the case discussion approach demands a high level of attendance, preparation and contribution in class.

Students are expected to be fully engaged in the entire learning process. This means devoting time and energy to preparation before class, listening during discussions and engaging in class discussions. Collective reasoning and discovery are critical to the successful application of the case method. *Prior to any case discussion, engaging in discussions with (or examining notes from) others who may have already experienced the case class is a clear violation of our norms. To respect the intellectual property and integrity of materials presented in class, phones, cameras and any other recording devices are not to be used in the classroom.*

Detailed note-taking during class can often be counterproductive to your own learning. Instead, try to be selective in taking notes during class. It is a good idea to consolidate your learning at the end of each class.

Class Schedule

Assignment sheets are posted on OWL at the beginning of each unit. I may depart from this schedule as some topics take up more (or less) time than is scheduled. Following this schedule is your responsibility. You should check OWL regularly for lecture notes, reading, and announcements. You should anticipate spending a minimum of 3-5 hours per class preparing for classes, completing readings, cases and exercises, as well as studying for tests and preparing assignments.

EVALUATION

| Component | Timing | Learning Outcomes | Brescia Competency | Weight |
|--------------------------------|--------------------------|-------------------|--------------------|--------|
| Financial Management Test | Sat. November 4, 2017 | C2 – C4, L1 | 1,2,3,4,5 | 20% |
| Marketing Report | Due: December 8, 2017 | C2 – C4, L2 | 1,2,3,4,5,6 | 15% |
| Operations Test | Sat. February 3, 2018 | C2 – C4, L3 | 1,2,3,4,5 | 15% |
| OB Group Report | Due: March 7, 2018 | C2 – C4, L4 | 1,2,3,4,5,6 | 10% |
| General Management Examination | Final Exam Period | C2 – C4, L5 | 1,2,3,4,5,6 | 30% |
| Class Contribution | Each class | L1 - L5 | 1,2,3,4,5,6 | 10% |

Evaluation Policies

All components of evaluation (tests, reports, exam) must be completed for a student to be eligible for a passing grade in the course. Students must pass at least one of the following individual timed testing points to be eligible to receive a passing grade: finance test, operations test, general management (final) examination. Reports submitted after ten business days of the due date will not be accepted, resulting in failure of the course. There will be no re-weighting of components within the course. Late penalties will be applied to all reports and will be clearly defined on cover pages of the reports.

Make-up exam opportunities are extremely limited and not guaranteed: you MUST receive academic accommodation from your Academic Advisor, who will require documentation to be submitted (as is further discussed on page 8).

I will not adjust grades based on need. Your mark in the course will be the mark that you earn based on your comprehension of course content. Extra credit assignments are not available, and evaluations cannot be rewritten to obtain a higher mark. Once you have completed an evaluation, you are committed to the mark earned.

All assignments are subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All assignments submitted for such checking will be included as source documents in the reference database to detect plagiarism of assignments 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>).

An electronic calculator may be used in a mid-term or a final examination provided the electronic instrument used performs calculation functions **only**. The use of a cell phone, for example, to perform calculations in the examination room is not permitted.

Your Instructor will happily review your exam/report with you (your entire group's presence is required for review of the OB Group Report) as long as you arrange to meet with her within two weeks of the date the exam/report is returned.

Evaluation Component Descriptions

Business 1220E is an essay course; consequently, the content of all testing vehicles (tests, reports, and the final exam) must include the universally acknowledged standard of correct English usage (spelling, points of grammar, syntax, style, and the choice of words). Additionally, all testing vehicles must be written clearly and concisely, developing an argument that supports the conclusions drawn from the analysis.

Financial Management Test

The Financial Management test will be a case analysis and will cover the Financial Accounting and the Financial Management units.

Marketing Management Report

The Marketing Management report must be completed individually. The report will be a case analysis and will cover the Marketing Management unit.

Students may not pay for consultation or advice in the preparation of the Marketing report.

Operations Management Test

The Operations Management test will be a case analysis and will cover the Operations Management unit.

Organizational Behaviour Group Report

The Organizational Behaviour report will be a group report based on a case analysis, covering the Organizational Behaviour unit. If it is brought to the attention of an instructor that a student has not contributed sufficiently to the Organizational Behaviour group report, the student may receive a grade penalty. This grade penalty will be at the discretion of the instructor and may be based on feedback received from other group members.

Students may not pay for consultation or advice in the preparation of the Marketing report.

General Management Examination

The General Management exam will be a comprehensive case analysis covering all units of the course, scheduled during the final exam period.

Students booking flights for the holidays are advised not to book a flight during the examination period in December and April (Check your calendar for specific dates).

Class Contribution

Class contribution by each and every student is a cornerstone of any effective case method learning experience. Active class involvement augments the learning experience, increases assimilation of material and stimulates the level of class discussion. Students' contribution to this course is initiated through thorough class preparation. Cases should be analysed, related to readings, lectures and experience. Contribution is expected to be relevant to the current discussion and includes answering questions, volunteering answers, advancing the discussion to a new issue, developing one side of an argument, clarifying difficult concepts and asking questions pertinent to the topic. Just as important is listening attentively to your classmates and critiquing ideas constructively. Class contribution may also include assignments, hand-ins, group evaluations and prompt attendance.

Class contribution assesses your oral communication, critical thinking, complex problem solving, and inquiry and analysis skills. Class contribution may also be used to determine whether you have mastered the content of the course and to assess your professionalism, including preparation, civility, ethical perspective, and promptness.

While class participation or contribution is not primarily an assessment of attendance, if you are not in class, it is not possible to assess your contribution. Each class will count equally toward your contribution grade, with each missed class receiving a grade of “0” out of 10. Seven marks of your contribution grade will relate to critical thinking, inquiry and analysis, and problem solving, 2 marks to preparation, and 1 mark to professionalism.

If you miss more than 25% of scheduled classes without academic accommodation you will receive a class contribution grade of “0”.

You should attend every class in this course. However, extenuating circumstances arise that make this difficult. Family medical issues, personal medical issues, family bereavement, participation in University sports teams are acceptable reasons for missing class, with appropriate documentation (i.e. an academic accommodation).

COURSE POLICIES

Attendance Policy

Attendance at all classes in this course is expected; however, circumstances may arise which make it impossible for you to attend. For example, if you are unable to attend a class due to health-related or other compelling reasons, you are expected to advise your instructor in advance when possible (e-mail communication is perfectly acceptable). In addition, academic accommodation may be warranted, but it is the STUDENT’S responsibility to contact their academic advisor **immediately** (if immediacy is not possible, students must contact the advisor WITHIN ONE WEEK of any absence) to seek academic accommodation. Under University regulations, your instructor can determine at which point absenteeism has become excessive and thus can prevent you from passing the course. **Any student who misses more than 25% of the scheduled classes without academic accommodation will receive a class contribution grade of 0 out of 10 for the course.**

NOTE: It is the STUDENT’S responsibility to catch up on missed class material by getting notes/information from students who were present. Once a student has tried to catch up on their own, any remaining questions/concerns will happily be addressed by your instructor.

You should check your UWO email and OWL site mail regularly for any notifications regarding your attendance. You should read the course outline and clarify any concerns that you might have regarding the class attendance policy with me. I suggest that you track your class attendance.

I will send you an email if you are at risk of exceeding the allowable level of absenteeism. If you are struggling with attendance, I encourage you to talk to me, to your academic advisor, to a spiritual advisor, or to a member of the student life staff. We may be able to help. If you believe that your situation warrants academic accommodation, please consult with your academic advisor to determine if accommodation would apply to your situation.

Student Use of Technology

Talking privately with classmates or using your computer, cell phone or other electronic device during class for activities such as texting, reading/writing e-mail, Web surfing, etc. is distracting for others, is not conducive to your own learning, is disrespectful to the instructor, and may negatively impact your class contribution grade. Recent research shows that grades decline when you use laptops in the classroom for non-educational tasks. Additionally, students find other students’ use of laptops in the classroom the number one source of interference with their ability to learn (Fried, 2008). I have the right to request that you put your technology away at any time.

Texting substantially reduces academic performance. Researchers asked half the students in an accounting class to text their professor three times, while the other half were requested to refrain from texting. Students were then tested at the end of the lecture on the contents of the lecture. The students who texted scored 16% points lower than those who did not text (Ellis, Daniels & Jauregui, 2010). As a result, cell phones will NOT be permitted on your person/desk during class or exam time: please ensure your phones are turned OFF and inside a bag when in class.

An electronic calculator may be used in a mid-term or a final examination provided the electronic instrument used performs calculation functions only. The use of a cell phone, for example, to perform calculations in the examination room is not permitted.

Fried, C. (2008). In-class laptop use and its effects on student learning. *Computers and Education* (50). 906-914.

Ellis, Y., Daniels, B. & Jauregui, A. (2010). The effect of multi-tasking on the grade performance of business students. *Research in Higher Education*. (8).1 – 10.

Email

Email is a useful tool for sharing news, setting up appointments, or for a simple assignment clarification but, for more complex questions, a face-to-face meeting is best. Please make an appointment to discuss any personal, academic, group work, or controversial issues in person, especially any concerns that you might have about your grades.

For privacy reasons, you must use your Western email account to contact me. Please include your name, course and Class day and time in the subject line of your emails. I check email once a day, Monday through Friday, and you can normally expect a response within 24 hours during the work week. I will not check email over weekends and holidays, so plan accordingly.

Appointments

If you wish to meet with me, you can approach me after class, see me during the designated weekly office hours, or send an e-mail to set up a mutually convenient time to meet. Make sure to be on time, have an objective for the discussion and bring a copy of your paper/exam if you wish to discuss it.

Privacy

To respect privacy laws and the privacy of individual students, all grades will be communicated ONLY via OWL, direct personal contact, or on a test/exam/report paper. If you wish to discuss a grade, or review a test or paper, please make an appointment with me to do so in person. To respect your privacy, I will discuss your grades only with you. Please do not share or compare your grades. I cannot share information about another student's grades, so discussions comparing grades between students will not be entertained.

The University is committed to protecting specific types of information, which, if disclosed, could reasonably be expected to result in harm to the University, an identifiable individual, or a third party. As a result, your instructor is not able to release any information including, but not limited to, a student's personal information, attendance or grade records, to anyone other than the individual involved without written permission from the student.

DROPPING A COURSE

To drop this course without academic penalty, you must drop the course by the following date:

Full Credit Course

November 30, 2017

For further details, check the online academic calendar in the registrar's website.

ACADEMIC ADVISORS

To book an appointment with one of Brescia's Academic Advisors, call 519.432.8353, extension 28266. If you are registered at another college or main campus, please make an appointment to see your academic advisor at your home campus.

2017-18 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated. Documentation shall be submitted as soon as possible to the student's Academic Advisor indicating the period of illness and when the student should be able to resume academic responsibilities. Students must submit their documentation along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded from: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf. The student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full policy on requesting accommodation due to illness can be viewed at: <http://westerncalendar.uwo.ca/2017/pg117.html>

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, <http://brescia.uwo.ca/academics/registrar-services/> or the list of official dates <http://westerncalendar.uwo.ca/2017/pg7.html>). 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 eligibility and/or Entrance Scholarship eligibility.*

The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory (<http://westerncalendar.uwo.ca/2017/pg130.html>)

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

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 Web site:
http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

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>).

Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section

on Student Academic Appeals under Academic Rights and Responsibilities in the Western Academic Calendar (<http://westerncalendar.uwo.ca/2017/pg112.html>).

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices (http://www.uwo.ca/univsec/pdf/academic_policies/exam/evaluation_undergrad.pdf and http://www.uwo.ca/univsec/pdf/academic_policies/exam/finalgrades.pdf).

6. PREREQUISITES

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the 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 prerequisite(s).

7. SUPPORT

Support Services

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. The website for the Student Development Centre at Western is <http://www.sdc.uwo.ca/>.

Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can learn more about mental health and wellness at Brescia at <http://brescia.uwo.ca/life/mental-health-wellness/>. Students who are in emotional/mental distress should refer to Mental_Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at <http://brescia.uwo.ca/life/sexual-violence/>.

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.