

The University of Western Ontario
Management and Organizational Studies

**Management and Organizational Studies 4410B
Strategic Management**

Course Outline
January 2012 – April 2012

FACULTY Maria Ferraro
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Office Hours Tuesday 3:30pm to 4:30 pm and Wednesdays 10:30 am to 12:30 pm
or by appointment

TIMETABLE

<u>Section</u>	<u>Day</u>	<u>Time</u>	<u>Location</u>
001	Wednesday Friday	8:30 am – 10:30 am 3:30 pm – 4:30 pm	Somerville House Room 3315 Social Science Centre Room 2050
002	Monday Friday	8:30 am – 10:30 am 3:30 pm – 4:30 pm	Social Science Centre Room 3006 Social Science Centre Room 2050
003	Tuesday Friday	1:30 pm – 3:30 pm 3:30 pm – 4:30 pm	Social Science Centre Room 3006 Social Science Centre Room 2050
004	Thursday Friday	3:30 pm – 5:30 pm 3:30 pm – 4:30 pm	Social Science Centre Room 3018 Social Science Centre Room 2050
005	Tuesday Friday	3:30 pm – 5:30 pm 3:30 pm – 4:30 pm	Social Science Centre Room 2036 Social Science Centre Room 2050
006	Thursday Friday	1:30 pm – 3:30 pm 3:30 pm – 4:30 pm	Social Science Centre Room 3018 Social Science Centre Room 2050

COURSE OBJECTIVES

MOS 4410 is designed to be a challenging and exciting capstone course for students completing their BMOS degree. It centres around the theme that a company can achieve sustained success if and only if managers:

- have an astute, timely game plan for running the company
- execute the plan effectively

The course integrates much of what has been studied throughout the BMOS degree and applies it to the study of the firm as a whole. The approach taken is a combination of readings, case analysis, class participation, and the business strategy competition.

The business strategy competition allows students the opportunity to put the theory into practice by requiring the teams (3 – 4 students per team) to make all the necessary marketing, financing, operating, and human resource decisions needed to compete in the global athletic shoe industry. The teams are in competition within an industry and are required to understand their own, as well as their competitors' strategy.

TEXTBOOK AND CASEBOOK REQUIREMENTS

Pearson Custom Business Resources
University of Western Ontario
Strategic Management
MOS 4410
ISBN 0558-72501-5

Casebook ISBN 1259016048 – This package contains 6 cases:

1. Circuit City
2. Google
3. PepsiCo
4. Southwest Airlines
5. Krispy Kreme Doughnuts
6. The Quaker Oats Company, Gatorade, and Snapple Beverage

Note: The casebook is bundled with the Business Strategy Game Registration Card. You need to buy the package in order to have all of the necessary course materials including the registration card. Registration is done on the BSG website:

www.glo-bus.com

This is a new version of the Business Strategy Game therefore copies from the previous year will not work.

Note: Each student must purchase and register individually for the Business Strategy Competition in order to receive a grade for this portion of the course.

Note: King's University College and Huron University College are also offering this course. Make certain that you purchase the correct text, case package and business strategy game.

PREREQUISITES

Enrolment in the 4th year of the BMOS program.

EVALUATION

Midterm Examination	20%
Final Examination	35%
Business Strategy Competition*	30%
Participation**	<u>15%</u>
	<u>100%</u>

*** The grade for the competition will be a group mark. That is, everyone will receive the same grade unless there are indications from the peer evaluations and/or other feedback that individual members do not deserve the same grade. In such cases, an individual's grade may be reduced.**

Note: The peer evaluation form is considered a mandatory part of the course requirement and it must be completed by Saturday November 12, 2011 at 6:00 p.m.. If the form is not completed by this date then your individual business strategy grade will be reduced.

Everyone must put something in the "Additional Comments" section at the end of the evaluation. This could be as simple as "No problems" to a much more detailed explanation of why you gave the grade you did. If you do not put some comment in the "Additional Comments" section your individual strategy game grade will be reduced.

The results of the peer evaluations will also be used to determine whether or not everyone in the team receives the same final game grade.

Since the business you will be running is a public corporation, both the weekly and cumulative results of each group will be made available to the entire class. Therefore, the final standings and the final grade for the strategy competition will be known by the entire class.

The reason for the public disclosure is two fold. First, as mentioned above, each company is a publicly traded organization therefore there is a large amount of information that would normally be made available. Second, due to the nature of the competition, it is necessary to know your competitors' results in order to help shape your team's strategic decisions as well as to evaluate the strategy of the competition. Your final results are not just a function of what you do, but also of what your competition does.

The final strategy competition grades will **primarily** be based upon the final year's **CUMULATIVE** game to date score you have received based upon the scoring criteria and weighting described in the player's manual and in the on-line help screens.

However, adjustments may be made to the actual final results based upon individual targets that may be set between the instructor and individual teams. These adjustments will not affect the strategy game grade received by any of the other teams. The adjustments each team receives will be based upon specific targets set and achieved and may differ between teams.

Adjustments may also be downward from the cumulative game to date score after the last decision. If after review there have been irrational decisions submitted then the instructor may adjust the final score downward. If you are not clear what may be considered irrational then you need to speak with your instructor before submitting your decisions for any year.

****Regular participation is a key to the success of this course and as a result, it makes up a large part of the overall grade. Participation can take many forms such as:**

- answering the assignment questions
- providing relevant background information based upon personal experiences
- relating current events linked to the material being discussed
- asking relevant questions
- providing clarification of points and issues

If you are unable to attend your regularly scheduled class you can attend any of the other classes and the instructor will record and forward your participation to your instructor.

1. 15% OF YOUR FINAL GRADE WILL BE A RESULT OF YOUR CONTRIBUTION TO CLASS DISCUSSION
2. IT IS EXPECTED THAT YOU WILL ARRIVE ON TIME, AND BE READY TO WORK WHEN YOU ARRIVE.
3. YOU WILL BE EVALUATED ON YOUR PARTICIPATION EFFORTS AFTER EACH CLASS, TAKING INTO CONSIDERATION BOTH THE QUALITY OF YOUR PARTICIPATION AND THE QUANTITY.
4. QUALITY IS MORE IMPORTANT THAN QUANTITY.
5. IT IS NOT ANTICIPATED THAT WE WILL ENCOUNTER ANY PROBLEMS WITH POOR PREPARATION FOR CLASS, DISRUPTIVE BEHAVIOUR, OR FREQUENT LATENESS OR ABSENCES, HOWEVER, SHOULD YOU CHOOSE TO BEHAVE IN ANY OF THESE WAYS, YOU WILL EXPERIENCE A NEGATIVE IMPACT ON YOUR PARTICIPATION MARK. IT IS APPRECIATED WHEN YOU INFORM YOUR PROFESSOR THAT YOU WILL BE LATE, HAVE TO LEAVE EARLY, OR WILL BE ABSENT FROM CLASS. YOU SHOULD BE ADVISED THAT FREQUENT ABSENCES FROM CLASS ARE NOT TOLERATED WELL BY YOUR INSTRUCTOR.
6. THE MAIN OBJECTIVE OF CONTRIBUTING TO CLASS DISCUSSION IS NOT TO BE EVALUATED, BUT RATHER TO LEARN, AND TO ASSIST OTHER MEMBERS OF THE CLASS (INCLUDING THE INSTRUCTOR) TO LEARN.
7. THE FOLLOWING MIGHT ASSIST YOU IN DECIDING HOW YOU WILL CONTRIBUTE TO CLASS:

A- EXCELLENT CONTRIBUTION

- CONSISTENT CONTRIBUTION TO CLASS DISCUSSIONS
- CONTRIBUTIONS INDICATING PREPARATION FOR CLASS BY PRE READING AND THINKING ABOUT ASSIGNED MATERIAL AND MAKING AN INITIAL ATTEMPT AT ASSIGNED PROBLEMS
- FREQUENT EXPLANATIONS OF DIFFICULT POINTS OR CONCEPTS
- POSITIVE DIRECTION DEMONSTRATED

➤ **B- GOOD CONTRIBUTION**

- CONSISTENT CONTRIBUTION TO CLASS DISCUSSIONS
- CONTRIBUTIONS INDICATING PREPARATION FOR CLASS BY PRE READING ASSIGNED MATERIAL
- OFTEN DEMONSTRATES CAPABILITY TO EXPLAIN DIFFICULT POINTS OR CONCEPTS
- POSITIVE DIRECTION DEMONSTRATED

➤ **C- FAIR CONTRIBUTION**

- CONTRIBUTED TO CLASS DISCUSSIONS
- CONTRIBUTIONS INDICATED PREPARATION FOR CLASS
- POSITIVE DIRECTION DEMONSTRATED

➤ **D- POOR CONTRIBUTION**

- INFREQUENT CONTRIBUTION TO CLASS DISCUSSIONS
- CONTRIBUTIONS GIVE LITTLE INDICATION OF PREPARATION FOR CLASS
- DID NOT AID IN DEVELOPING POSITIVE CLASSROOM ATMOSPHERE

➤ **F -UNSATISFACTORY CONTRIBUTION**

- RARELY CONTRIBUTED TO CLASS DISCUSSIONS
- GAVE NO INDICATION OF PREPARATION FOR CLASS
- ACTIVELY INHIBITED OR IMPEDED THE COURSE OF CLASS DISCUSSION

- ❖ **While regular attendance is important, it is not considered participation.**
- ❖ **Note: Attendance during the award ceremony on Friday April 1, 2012 is mandatory. If you are not present then your participation grade will be reduced.**

DAN Management and Organizational Studies follows the University of Western Ontario grading guidelines, which are as follows

(http://www.uwo.ca/univsec/general/grades_undergrad.pdf)

- ❖ A+ 90-100 One could scarcely expect better from a student at this level
- ❖ A 80-89 Superior work which is clearly above average
- ❖ B 70-79 Good work, meeting all requirements, and eminently satisfactory
- ❖ C 60-69 Competent work, meeting requirements
- ❖ D 50-59 Fair work, minimally acceptable
- ❖ F below 50 Fail

GRADE POLICY

- ❖ In order to maintain parity across sections and courses, and to ensure that uniform standards of performance are maintained within the BMOS Program, instructors will be expected to adhere to the following guidelines when submitting end of term marks. Where such guidelines are not followed, final course marks may be adjusted at the discretion of the Program Director prior to submission to the Registrar's office.

3300-4499 level courses; *Mean of between 70-75% for all sections of the same course taught by the same instructor in that semester; A's not to exceed 25 percent of all marks submitted; A's and B's not to exceed 70 percent of all marks submitted*

EXAMINATIONS

The in class test and midterm examination will be short answer and mini case problems
There will be multiple choice, short answer and case type problems on the final exam. The Midterm examination will cover material studied up to and including week 6. The Final examination will cover material for the entire course.

Students who fail to appear for an examination at the time set in the timetable will not be allowed to write the examination thus missed. Students should report this irregularity immediately to their Dean's office. They may, with the approval of the Chair of the Department concerned, petition the Dean for standing or permission to write a special examination. Petitions will be entertained only when they are submitted on compassionate grounds with supporting documents. See the current Western Academic Calendar.

POLICY ON SPECIAL EXAMINATIONS

1. Students with conflicts or students who are unable to write an exam based on compassionate grounds (supported by appropriate documents), may apply in writing prior to the exam to the course coordinator to be excused.
2. Students involved with approved out-of-town university activities during the scheduled mid-term exam may apply to the course coordinator for special proctoring privileges to write the mid-term exam.
3. Students who are excused from the writing of the mid-term exam will have the appropriate percentage of marks transferred to the weighting of the marks for the final exam.

NOTES

1. It is the student's responsibility to submit his or her own original written material in courses in this program. See the current Western Academic Calendar, "Scholastic Offences".
2. **Seeking help from previous years' strategy competition participants or from any other unapproved source is not allowed. If you have any questions you must ask your instructor. Seeking help from anyone or anywhere else will be considered the same as not submitting your own work and will be subject to the same academic sanctions as described above in Point #1.**
3. For a description of the process to be followed for mark/grade appeals see your professor.
4. The use of personal computers or any other electronic devices during examinations will not be permitted. However, financial calculators are permitted and are recommended for the course.
5. It is your responsibility to be familiar with the regulations and requirements as described in the Western Academic Calendar. While some of them have been highlighted in this course outline, it is by no means a complete list and you are bound by all of the rights and responsibilities described in the Western Academic Calendar. The calendar can be found at:

<http://www.registrar.uwo.ca/Calendars/index.cfm>

ADD/DROP DEADLINES

Add: January 17, 2012

Drop: February 15, 2012

General Information

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

TERM TESTS and MID-TERM EXAMS

1. If you are unable to write a term test, inform your instructor prior to the scheduled date of the test. If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation (see below for information on acceptable forms or documentation). Submit your documentation to the Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

FINAL EXAMINATIONS

1. You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
2. If you are unable to write a final examination, contact the Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
3. Be prepared to provide the Academic Counselling Office and your instructor with supporting documentation (see below for information on documentation).
4. You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Academic Counselling Office for approval without delay.

Note: Make sure you know the date, time and location of the special examination. For more information see [Examinations - Common Situations](#).

LATE ASSIGNMENTS

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Academic Counselling Office.
3. If you are granted an extension, establish a due date.
4. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean's representative in the Academic Counselling Office.

SHORT ABSENCES

If you miss a class due to a minor illness or other problems, check your course outlines 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.

EXTENDED ABSENCES

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

DOCUMENTATION

- **Personal Illness:** If you consult Student Health Services regarding your illness or personal problem, you should request a Student Medical Certificate from the physician. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted.
- If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The off-campus medical certificate form must be used. <http://www.uwo.ca/univsec/handbook/appeals/medicalform.pdf>. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.

- **In Case of Serious Illness of a Family Member:** Obtain a medical certificate from the family member's physician.
- **In Case of a Death:** Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.
- **For Other Extenuating Circumstances:** If you are not sure what documentation to provide, ask an Academic Counsellor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense (see below) and you will be subject to academic sanctions.

ACADEMIC CONCERNS

- You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
- You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
- If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.

FAILED YEAR

Procedures for completing a [Waiver of the Progression Requirements](#) (DEADLINE IS JUNE 30).

[Click here for BMOS Waiver of Progression Requirements.](#)

In your petition letter, you must address all of the following questions:

- What were the extenuating circumstances which contributed most significantly to your poor academic performance.) When did the problem(s) arise? Appropriate supporting documentation (eg. medical note from a doctor to document problems, or a letter from a family member or close personal friend to support compassionate grounds) must be submitted with the petition. If you need more information regarding the submission of appropriate documentation, please contact the Dean's Office.

- Answer the following questions:
 1. What attempts did you make at the time you were encountering problems that affected your academic performance to contact your instructors, Academic Counsellors, the staff in Student Development Centre (Learning Skills Counsellors), the Ombudsperson, or Student Health Services?
 2. What academic accommodation did you request at the time you were experiencing major problems that were affecting your academic performance?
 3. What steps did you take to minimize the impact on your academic work of the difficulties that you were encountering?
 4. Approximately what percentage of classes did you attend in each course?
 5. What assignments/tests/labs/quizzes/exams did you complete in each course?
 6. Please record the grades you received for assignments/labs/tests/quizzes/exams, etc in each course. If you failed to complete all the course requirements, explain and provide reasons.
 7. Please list the final grade earned in each course in which you were registered during the past academic year.
- Why do you think you would be successful in University-level academic studies, if your petition was granted?
- What are your academic goals?
 - What is your long-term degree/program objective?
 - In what specific program do you wish to register during the coming year?
 - What specific courses do you wish to take during the coming year?

NOTE: In (b) and (c), do not list courses or programs for which you are not currently eligible. You must check the prerequisites for the program and courses you wish to take.

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may wish to contact Services for Students with Disabilities (SSD) at 661-2111 #82147 for any specific questions regarding an accommodation. More information about “Accessibility at Western” is available at: <http://accessibility.uwo.ca>.