

The University of Western Ontario  
Management and Organizational Studies

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

Course Outline  
September 2014 – December 2014  
Sections 650 and 651

Instructor: Michael Sartor

Contact information: To reach me directly, you can do so by sending me a message through the *Messages* tool available on our course site within the OWL (Online Western Learning) web portal.

Regular communication method: Please check your "Received" messages in the *Messages* tool regularly because the *Messages* tool will be the method of email communication that we will use during the term.

Office Hours: By appointment.

**LEARNING OUTCOMES**

MOS 4410 is designed to be a challenging and exciting capstone course for students completing their BMOS degree. 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 analyses, a group project, and day to day participation.

Upon successful completion of the course, MOS 4410 students will be able to:

- Analyze a business and identify strategic gaps and opportunities it faces
- Interpret a wide range of quantitative and qualitative information in order to formulate strong, clear implications for the organization
- Summarize and present their ideas, comments, and insights to the rest of the class through day to day participation

A major aspect of the course involves a group report in which the students' role will be that of a consultant to a client. The students will:

- Select an industry and a company within that industry to research
- Prepare a consulting report at a level suitable for presentation to the management of the company they have selected
- Make recommendations based upon their findings

**TEXTBOOK REQUIREMENTS**

Dess, Lumpkin, Eisner, Peridis  
Strategic Management - Creating Competitive Advantages, Third Canadian Edition  
McGraw Hill Publishing  
ISBN 978-007040181-0

**PREREQUISITES**

Enrolment in the 4th year of the BMOS program.

Senate Regulations state, "unless you have either the requisites for this course or written special permission from your Dean to enrol in it, 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."

## EVALUATION

Midterm Examination #1 – Saturday Sept. 27/14 – 2:00 p.m. to 3:30 p.m.	10%
Midterm Examination #2 – Saturday Oct. 18/14 – 2:00 p.m. to 3:30 p.m.	10%
Midterm Examination #3 – Saturday Nov. 8/14 – 2:00 p.m. to 3:30 p.m.	10%
Final Examination	30%
Group Industry and Company Report – Due Friday Nov. 21/14 by 11:00 p.m.*	25%
Participation**	15%
	<u>100%</u>

**More detailed requirements for the items described below (Group Project, Industry and Company Preliminary Description, Peer Evaluation and the written assignments for Participation) are posted on the course website. All written work, assignments, reports, evaluations, etc. must be submitted through the *Assignments* tool on the OWL course site.**

### **\*Group Industry and Company Report (Due: Friday, November 21, 2014 by 11:00 pm):**

More detailed requirements for the Group Report will be posted on the course website. **I will assign everyone to a group by Wednesday, September 10<sup>th</sup>.** The grade for the industry and company report will be a group mark. That is, everyone in your group will receive the same grade unless there are indications from the Peer Evaluations (see below for more detail) and/or other feedback that individual members do not deserve the same grade. In such cases, an individual's grade may be reduced. **Your Group Report will be submitted to me through the *Assignments* tool in OWL on the course website.**

***Industry and Company Preliminary Description for Group Report (Due: Monday, September 22, 2014 by 11:00 pm):*** Each group needs to submit a short (1 page maximum) description of the industry that the group would like to analyze and the company within the industry that the group will examine. You will want to make certain you select an industry and company with sufficient publicly available information so that you can do a thorough job. **Your *Industry and Company Preliminary Description* will be submitted to me through the *Assignments* tool in OWL on the course website. Before beginning the Group Report, you need to have your Preliminary Description (the selection of the industry and company) approved and confirmed by me.**

***Peer Evaluation for Group Report (Due: Friday, November 21, 2014 by 11:00 pm):*** Each student is required to submit a Peer Evaluation which will describe your own contribution as well as the contribution of your peers to the Group Report. More detailed requirements for the Peer Evaluation will be posted on the course website. The results of the Peer Evaluations may be used to determine whether or not everyone on the team receives the same final grade. **Your evaluation of yourself and your peers in your group will be submitted to me through the *Assignments* tool in OWL on the course website. This Peer Evaluation is considered a mandatory part of the course requirement and it must be sent to me by Friday, November 21, 2014 at 11:00 p.m. If I do not receive your Peer Evaluation by this date then your individual grade on the assignment will be reduced.** Everyone must include comments to support their Peer Evaluations. This could be as simple as "No problems" to a much more detailed explanation of why you gave the Peer Evaluation you did. If you do not put comments to support your Peer Evaluations, then your individual assignment grade may be reduced.

### **\*\*Participation:**

Participation throughout the course will consist of three short written assignments as well as an overall component for your online participation.

The short written assignments will cover material from the textbook as well as require you to look outside the textbook for examples and other supporting evidence. **Each assignment will be submitted through the *Assignments* tool in OWL on the course website.** The assignment deadlines are:

- Written Assignment #1 Due by Friday September 19, 2014 at 11:00 p.m.
- Written Assignment #2 Due by Friday October 10, 2014 at 11:00 p.m.
- Written Assignment #3 Due by Friday October 24, 2014 at 11:00 p.m.

**As with all participation you may choose to submit some or all of these short written assignments. Each one is worth 3%. It is up to you to decide the degree to which you want to participate. More detailed requirements for the written assignments will be posted on the course website.**

In addition to the short written assignments you can also post comments in the course discussion site (the **Forums** tool on the course website in OWL). Each week there will be some discussion questions and you can respond to them, add your own comments, describe any interesting articles you found, etc. This is an opportunity to have an online discussion as we move through the course together. Online participation will be worth a total of 6% and will be assessed based upon the quality and consistency of your comments in the **Forums** section of the course website. Higher marks will be given for comments that are insightful and consistent throughout the course. That means trying to post a large number of comments near the end of the course won't be rewarded as much as good, consistent comments throughout the course.

Good participation can involve:

- Asking and answering relevant questions
- Sharing interesting and relevant news articles
- Providing additional background information based upon your own personal experiences
- Comments that build upon other people's points will be better than just repeating the same thing that others have posted.

Good participation **IS NOT**:

- Only posting things like "I agree" or "me too" types of comments
- Trying to jam in a whole course worth of comments into a single forum

I would encourage everyone to treat the forums as much as a place for a conversation about the topics we are discussing as possible.

Therefore participation will consist of the written assignments and postings for a maximum of 15%.

**Plagiarism:** Students must write their reports, written assignments and all other written work for this course 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 Offense Policy in the Western Academic Calendar).

All required written work submitted for this course will 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 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 ([www.turnitin.com](http://www.turnitin.com)).

## **EXAMINATIONS**

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. For a description of the process to be followed for mark/grade appeals see your professor.
3. 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.
4. 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.

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>.

## **BMOS GRADE DISTRIBUTION POLICY**

The Dan Program has a grade policy which states that for courses in the 4000 range, the class average must fall between 70% and 75% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Assistant Director or the Director. Class averages are not grounds for appeals.

## **ADD/DROP DEADLINES**

Note: You should check with the Academic Calendar on the Registrar's website to confirm the add/drop deadlines.

## **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 Counseling 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 (preferably 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 Counseling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counseling 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 Counseling 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 Counseling 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 Counseling 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](#).

## **UNIVERSITY POLICY REGARDING ILLNESS**

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.

Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy [<http://www.uwo.ca/univsec/handbook/general/privacy.pdf>].

Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.) A form to be completed by off-campus physicians is available at: <http://counselling.ssc.uwo.ca/forms/medicalNote.pdf>

Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, examinations, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counseling Office 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. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

#### 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 Counseling 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 Counseling 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 Counselors 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 counselor 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 Counselor.

**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.

## **UNIVERSITY POLICY ON CHEATING AND ACADEMIC MISCONDUCT**

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section 9.0 below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, (519) 661-3573.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses 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. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The penalties for a student guilty of a scholastic offense 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.

## **PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS**

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Assistant Program Director or Designate of the BMOS program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. 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.

## **SUPPORT SERVICES**

The Registrar's office can be accessed for Student Support Services at:

<http://www.registrar.uwo.ca>

Student Support Services (including the services provided by the USC listed here) can be reached at:

<http://westernusc.ca/services/>

Student Development Services can be reached at:

<http://www.sdc.uwo.ca/>

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.

## 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 Counselor.
- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counseling 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 Counselors, the staff in Student Development Centre (Learning Skills Counselors), 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.

**For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: <http://www.uwo.ca/univsec/handbook/>**