



## Fall/Winter 2021 Course Syllabus

### **MOS 4410A Sections – 001/002/005/006** **Strategic Management** Course Mode – In Person

Instructor: Raymond Leduc  
Office: Social Science Centre Room 4305  
Office Hours: Wednesday 10:00 a.m. to 1:00 p.m. or by appointment  
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#### **1. Course Information:**

##### 1.1 Class Location and Time:

<b>Section</b>	<b>Day/Time</b>	<b>Location</b>
001	Tuesday 2:30 p.m. to 5:30 p.m.	UCC 65
002	Thursday 2:30 p.m. to 5:30 p.m.	UCC 65
005	Tuesday 9:30 a.m. to 12:30 p.m.	UCC 65
006	Thursday 9:30 a.m. to 12:30 p.m.	UCC 65

##### 1.2 Course Description:

Identification and analysis of problems and strengths in the organizational environment, using models from the social sciences. Strategies designed to deal with organizational challenges will be explored.

Antirequisite(s): None

Prerequisite(s): Enrolment in 4th year of BMOS.

##### 1.3 Accessibility:

DAN Department of Management & 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 also wish to contact Services for Students with Disabilities (SSD) at 519-661-2147 for any specific question regarding an accommodation.

More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

## 1.4 Land Acknowledgement:

We acknowledge that Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron peoples, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (e.g. First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research and community service.

<https://indigenous.uwo.ca/initiatives/docs/indigenous-land-acknowledgment.pdf>

## 1.5 Senate Regulations

Senate Regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enroll 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.”

This regulation is in regard to the COURSES required.

**Students not in BMOS are permitted to enroll in up to 1.0 MOS courses**, per the Academic Timetable.

## 2. Course Materials

There is no textbook for the course but there are a series of readings and videos for each class. It is vital that you spend the time to go through the readings and videos in detail before each class. This will help to prepare you to better participate and develop a thorough and integrated understanding of the material and concepts.

Casebook – The course will include case analysis. The printed case package is available in the bookstore and it is case package number M12096. If there are no other printed copies of the casebook in the bookstore you can order a printed copy using case package number V12096. There is a digital copy of the casebook available as well and it is case package E12096. It can be ordered through the bookstore website. The casebook contains four cases: Southwest Airlines in 2020, PepsiCo's Diversification Strategy in 2008, Costco Wholesale in 2020 and Is One Ford Really Working.

Note: There are new versions of cases in this case package so you cannot use an older version of the case package.

## 3. Course Objectives and Format

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

### 3.1 Course objectives

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.

### 3.2 Course format

The approach taken is a combination of readings, case analyses, a group project, and regular and meaningful participation through classroom discussions. Each week the assigned readings and videos will be available on the OWL course site.

## 4. Learning Outcomes

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 ongoing and meaningful participation through the discussion forums.

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

## 5. Evaluation

Note that there is no final exam in the course but there is a midterm exam.

### **Midterm Exam – Saturday October 16, 2021 – 9:00 a.m. to 11:00 a.m.= 35%**

The midterm exam will be an essay/short answer exam. More exam details will be posted in the OWL Announcement link closer to the exam date. This is a closed book exam so you are not allowed to bring in any notes, dictionaries, calculators or other electronic devices.

### **Group Industry and Company Report, Video Presentation and Peer Evaluations\* = 45%**

Each group will submit a single industry and company report by **Friday November 26, 2021 at 6:00 p.m.** using the OWL Assignment link.

In addition a printed copy of your report must be submitted to the MOS drop box outside of Social Science Centre Room 4304 by Friday November 26, 2021 at 6:00 p.m.

Each individual student will submit a confidential peer evaluation summary by **Friday November 26, 2021 at 6:00 p.m.** using the OWL Assignment link.

Each group will submit a maximum 15 minute video presentation of their report by **Wednesday December 8, 2021 at 6:00 p.m.** using the OWL Assignment link.

Detailed information about the report, presentation, and peer evaluation requirements will be available on the OWL course site.

### **Participation\*\* = 20%**

More detailed information regarding the participation requirements and grading is on the next page of this course outline.

### **Total = 100%**

Students are responsible for material covered in the lectures as well as the assigned readings. Exams will not be returned to students but may be reviewed by contacting your Instructor.

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. Extra assignments to improve grades **will NOT** be allowed.

**Grades will not be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: You are responsible for your grades in this course.**

### **Group Report\***

The grade for the industry and company report and presentation 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.

Each group can determine how they want to do their presentation. The goal is to be as professional and effective as possible. Some groups may want to have everyone take part; other groups may want just a few to take part. Regardless, the report and presentation marks are a group mark unless it is clear from the peer evaluations that not everyone did their fair share. It is up to the group to determine who is responsible for what and whether it was done or not.

The name of the industry and company to be examined is due by **Friday September 24, 2021** at 6:00 p.m. Each group needs to send the information to me for approval. It is first come first served in terms of the companies to be analyzed; that is, groups may not be able to analyze the same company another group has selected.

**Note: The peer evaluation is considered a mandatory part of the course requirement and it must be completed by Friday November 26, 2021 at 6:00 p.m. If the form is not completed by this date then your individual grade on the assignment will be reduced. A late penalty will also apply if the project is not submitted by the deadline. The penalty is 5 marks/day. For example, if your original group mark was 80% and the project was submitted one day late, your adjusted mark would be 75%.**

In the peer evaluation summary you will evaluate and rate your own contribution as well as the contributions of each of your teammates. It is a score out of 10. If you give someone else, or yourself, a score of 6 or lower you need to explain, in detail, why that is the case.

The evaluations are confidential and I am the only one who will read them.

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

- 5.1** **More detailed requirements for the group project and presentation are posted on the course website. A copy of the group report must be submitted through the Assignments link on the OWL course site by the deadline of Friday November 26, 2021 at 6:00 p.m. The individual peer evaluations must also be submitted through the Assignments link on the OWL course site by the deadline of Friday November 26, 2021 at 6:00 p.m. The 15 minute project presentation video must be submitted through the Assignments link on the OWL course site by the deadline of Wednesday December 8, 2021 at 6:00 p.m.**

## Participation\*\*

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
- submitting and commenting on articles of interest relating to the course or other topical business issues
- building upon the comments that others have posted. However this does not mean just saying “I agree” or “Me too”

## Participation Breakdown:

### Good – 14 to 20

**Consistent contributions throughout the term, build upon other comments, introduce new material, articles, add insights from personal experiences or other courses, etc.**

### Fair – 10 to 13

**Occasional contributions throughout the term, some introduction of new material or ideas, some building upon the comments of others.**

### Poor – 0 to 9

**Minimal or no contributions throughout the term, not many original comments, material or other ideas introduced, mostly “me too” comments.**

**At the midpoint of the course I will give everyone some participation feedback in the form of a “Good”, “Fair”, or “Poor” comment.**

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. Exams will not be returned to students but may be reviewed by contacting your Instructor.

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. Extra assignments to improve grades **will NOT** be allowed.

**Grades will not be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: *You* are responsible for your grades in this course.**

The DAN Department has a grade policy which states that for courses in the 4000 range, the class average must fall between 72% and 77% 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 Undergraduate Chair or Chair. Class averages are not grounds for appeal.

## 6. Lecture and Examination Schedule

“See Schedule on OWL”

## 7. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: [http://www.uwo.ca/univsec/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html).

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

### 7.1 Respect

Please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the Professor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see the instructor.

Late arrivals are also distracting. Please try to arrive on time for classes.

### 7.2 No Recording of Classes

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the professor.

### 7.3 Copyright Notice

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may **not** record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

## 8. Exam Policies

### IN-PERSON

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

## 9. E-mail Policies

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

### 9.1 UWO.CA Email Addresses Only

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

### 9.2 Subject Line Must Include Course and Section Number

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if he does not know which course or section you are enrolled in.

### 9.3 Acceptable Emails

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

### 9.4 Unacceptable Emails

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

## 10. Attendance

IN-PERSON: It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

### 10.1 Short Absences.

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

### 10.2 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. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

## 11. Grade Fairness

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried.

Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or

assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

## 12. Posting of Grades

Midterm exam grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the Student Centre website.

## 13. University Policy Regarding Illness

### 13.1 Illness

For details on the Academic Consideration for Student Absences (including accommodation, illness and self-reported absences (SRAs)), go to:

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

The current Illness Policy is available here (subject to change):

[https://dan.uwo.ca/undergraduate/course\\_information/IllnessPolicy.pdf](https://dan.uwo.ca/undergraduate/course_information/IllnessPolicy.pdf)

### 13.2 Make Up Examinations

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counseling office).

The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student.

If a student is unable to meet the scheduled make-up as agreed, then the student is responsible for obtaining new accommodations from Academic Counselling, and seeking a new make-up date with the instructor within a reasonable time frame.

## 14. University Policy on Cheating and Academic Misconduct

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.

A copy of guidelines about how to avoid cheating can be obtained from the Office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573, [ombuds@uwo.ca](mailto:ombuds@uwo.ca).

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. 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.



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.

## 15. Procedures For Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair 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.
4. 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 Office of the Ombudsperson.

## 16. Support Services

### 16.1 Support Services

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation 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/your-services/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Students who are in emotional/mental distress should refer to Health and Wellness: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

### 16.2 Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.