
MOS 4410 A Section – 650 Strategic Management Summer 2023 Course Syllabus

1. Course Information:

1.1 Class Location and Time:
Distance Studies/Online

1.2 Contact Information:

Instructor: Jim Dimitropoulos

Office: Online Zoom Meetings

Office Hours: Each Wednesday from 8:00 p.m. (London ON time) – 11:00 p.m. (London ON time)

Phone: N/A

Email: jdimitro@uwo.ca

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>

2. Calendar Description

2.1 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): N/A

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

3. Textbook

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.

4. 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.

4.1 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.

Course format

The course will be taught asynchronously – there will be no “live” lectures. Lecture videos and material will be available for viewing each week on the OWL course site. The approach taken is a combination of readings, case analyses, a group project, and ongoing participation through the OWL Forum discussion links.

5. 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 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

6. Evaluation

Midterm Exam – <u>Saturday June 10, 2023</u> – 9:00 a.m. to 11:00 a.m. (London ON time) =	35%
Group Report and Individual Peer Evaluations <u>Both</u> Due by <u>Friday July 21, 2023, at 6:00 p.m.</u> London ON time)	35%
Video Presentation Due <u>Monday August 7, 2023, by 6:00 p.m.</u> (London ON time)=	10%
Weekly Participation =	<u>20%</u>
	Total = 100%

The midterm exam will be a short answer/essay format. The exam, in total, will be scheduled for 2 hours and will consist of 2 short answer questions. It will be an open book exam and you can refer to your notes and the material posted on the OWL course site.

You may use your calculator, or a program such as Excel, if you wish to include any calculations on the exam.

Although it is an open book exam and you will be able to look up information on line, you are not permitted to contact any individuals by phone, email or any other method for assistance during the exam.

Midterm Exam – Saturday June 10, 2023 – 9:00 a.m. to 11:00 a.m. (London ON time) = 35%

- The midterm exam will be an essay/short answer exam. It will be an open book exam and you will write and submit your exam through OWL.

Tests and examinations in this course will be conducted using a remote proctoring service, currently Proctortrack. By taking this course, you are consenting to the use of this software and acknowledge that you will be required to provide personal information (including some biometric data) and the session will be recorded.

More information about this remote proctoring service is available in the Online Proctoring Guidelines at the following link: <https://www.uwo.ca/univsec/pdf/onlineproctorguidelines.pdf>

and the Remote Proctoring at Western website at: <https://remoteproctoring.uwo.ca>.

Completion of this course will require you to have a reliable internet connection and a device that meets the technical requirements for this service. Information about the technical requirements are available at the following link: <https://www.proctortrack.com/tech-requirements/>.

This course must use proctored assessments to ensure continued accreditation by the Chartered Professional Accountants (CPA) of Ontario as well as other professional accreditation bodies. Because the size of the class precludes in-person delivery, assessments must proceed online, which in addition supports the ability of students to take the course from a remote location. Online proctoring assures students that they can write assessments on equal terms with their classmates and signals to prospective employers, graduate supervisors, and professional schools that, despite the COVID-19 pandemic, Western has endeavoured to maintain the high standards that are at the core of our degrees.

It is important for students and instructors to understand that the use of remote proctoring is not an implicit accusation of cheating, any more than use of in-person proctoring (or indeed assignment submissions tied to login credentials through OWL) would be such as statement. Rather, proctoring is employed to provide a measure of confidence – to instructors, students, and external bodies – in the integrity of a Western degree. It allows instructors to confidently assign grades, students to be assured that they can write an exam on equal terms as their classmates, and external stakeholders to understand that, despite the

COVID-19 pandemic, Western has endeavoured to maintain the high standards that are at the core of our degrees.

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

The grade for the group 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 May 26, 2023, by 6:00 pm** (London ON time). 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 submitted by Friday July 21, 2023, by 6:00 p.m. (London ON time). If the evaluation is not submitted by this date then your individual grade on the assignment will be reduced by 5 marks. A late penalty will also apply if the group project is not submitted by the deadline. The penalty is 5 marks/day. For example, if the original group mark was 80% and the project was submitted one day late, the adjusted group 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.

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 July 21, 2023, by 6:00 p.m. (London ON time). The individual peer evaluations must also be submitted through the Assignments link on the OWL course site by the deadline of Friday July 21, 2023, at 6:00 p.m. (London ON time). The 15 minute project presentation video must be submitted through the Assignments link on the OWL course site by the deadline of Monday August 7, 2023 by 6:00 p.m. (London ON time).

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"

All of the participation will take place through the weekly Forum links. Note that once the week has passed you cannot go back and post comments in the Forum links. Only postings during the current week's class will count towards participation for that week. **The weekly Forum will open on Monday at 8:00 a.m. (London ON time) and close on Friday at 11:55pm (London ON time) each week.**

Participation Breakdown:

Good – 14 to 20

Consistent contributions (ie 2 to 3 good posts/week) 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 70% 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.

7. Lecture and Examination Schedule

“See Schedule on OWL”.

8. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: 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.

8.1 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 arrive on time for classes.

8.2 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.

8.3 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.

9. Exam Policies

- Have student identification ready.
- Nothing is to be on/at one's desk during an exam, except your computer and any approved materials
- Students may be required to use ProctorTrack or other proctoring software.
- To ensure fairness to all students, questions will not be answered during exams.

10. 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".

10.1 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.).

10.2 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.

10.3 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

10.4 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

11. Attendance

It is expected that students will go through the weekly material including readings and the posted lectures.

11.1 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.

11.2 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.

12. 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.

13. 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.

14. University Policy Regarding Illness

14.1 Illness

For details on University Policy and student responsibilities go to:

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

14.2 Make Up Examinations

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which an SRA (non-final exams worth 30% or less) or adequate documentation is received by the instructor (this notice 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.

15. 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.

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.

16. 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 Ombudsperson's Office.

17. Support Services

17.1 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/your-services/>

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

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

17.2 Academic Concerns.

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

Important Dates: Check the academic calendar for important dates. You are responsible for knowing key dates such as add/drop, start of class, end of class, etc.

Other Information

- 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 in person exams
- Do not bring music players, cell phones, beepers, or other electronic devices to in person exams

For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: http://www.uwo.ca/univsec/academic_policies/index.html

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".

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.).

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 she/he does not know which course or section you are enrolled in.

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

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

FREQUENTLY ASKED QUESTIONS

Question	Answer
How can I succeed in this course?	Do all the assigned readings, attend class, focus on understanding the principles in a way that lets you apply them to new fact situations.
I missed the exam because my computer didn't work, my internet connection was lost, I was preparing my Business 2257 project, I was out of town, I lost my phone, I forgot ...	A missed exam will result in a mark of zero. You are responsible for calendaring the exams and having reliable internet access to write them. There are no "make up" assignments available.
I missed a quiz or exam because I was sick or there was a death in my family.	See the section of the course outline on ILLNESS AND SPECIAL CIRCUMSTANCES
I have a lot of mid-terms or projects at once. Can I write the make-up exam?	Make-up exams for conflicts are not available unless you meet the Exam Conflict or Multiple Exam Situation scenarios . See website for instructions.
When will the exam grades be posted?	Mid-term grades are posted on OWL and/or emailed when they become available. Final exam grades and final course grades are not posted on OWL.
Can I come and see my exam?	You can review your exam during office hours or at any other mutually convenient time.
Can I use a different textbook?	You can use a different textbook, but it is your responsibility to ensure that you are learning all of the assigned material. Be aware that different textbooks may be organized differently and may cover different material.
There is so much material. How can I possibly remember everything?	You do not need to remember everything in the book. You need to understand the fundamental principles and how to apply them.
This mark is going to prevent me from getting accepted at Ivey/graduate school/NASA. I need a certain mark to get or maintain a scholarship or my AEO status at Ivey. I tried really hard but I still got a poor mark. This is the lowest mark I have ever received.	Grades are given based on actual performance, as set out on the course outline. In order to be fair to all the students in the course, grade adjustments, extra assignments, and the reweighting of course components are not available.

Assignment Schedule

WEEK 1: May 8 - 12

Objectives:

- Overview of Course
- Distribution of team details
- Lecture and discussion on:
 - Vision
 - Mission
 - Business Model
 - Objectives

Reading:

Note: Because this is the first day of class you would not have known what material we would be covering in class. I would recommend that you complete all of the readings since the material is fair game for coverage on the mid term exam

Discussion:

Vision, Mission, and Objectives

The readings introduce the concepts of vision, mission, business model, and objectives. These are critical foundations for the long term success of an organization but unfortunately they are sometimes misused, misunderstood, and/or misinterpreted. Sometimes the terms "vision" and "mission" are used interchangeably but they are different and serve different roles. The concept of a company's "business model" is also critical to understanding its long term sustainability. These are very important concepts that we will keep in mind as we prepare for the business cases, your group report, and the final exam in the second half of the course.

WEEK 2: May 15 - 19

Objectives:

- Begin Industry Analysis
- Five Forces
- Industry Product Life Cycle
- Driving Forces
- Discuss videos

Videos:

- Five Forces
 - http://www.youtube.com/watch?v=mYF2_FBCvXw
- The Product Life Cycle
 - <http://www.youtube.com/watch?v=ekVereJE1ZI>
- Driving Forces/PESTEL Analysis
 - <https://www.youtube.com/watch?v=sP2sDw5waEU>

Reading:

See course site for assigned readings and links

Discussion:

Analyzing the External Environments of the Firm – Industry Analysis Porter's Five Forces Model

In the Five Forces video Michael Porter uses the model to describe the attractiveness of two different industries - airlines and soft drinks. He described in detail his analysis of the airline industry but just spoke briefly about the soft drink industry. Do you agree with his assessment of the attractiveness of the soft drink industry based upon the Five Forces model? Why or why not?

Industry Life Cycles

In the "Product Life Cycle" video there are some examples given of different products and services at different stages. Can you think of examples of other products and where they are in the product life cycle stage? Is it possible to reverse the direction of the product life cycle? Why or why not? If so, can you think of an example?

Driving Forces/PESTEL Analysis

Many of us would be familiar with some of the concepts discussed in this video. Can you think of additional areas or examples not addressed in the video? Would the position of a company's product or service in the product life cycle affect the importance or impact of these forces? Why or why not?

Note: The industry and company name each group wants to analyze is due by Friday May 26, 2023, at 6:00 p.m.

WEEK 3: May 22 – 26

Objectives:

- Continue Industry Analysis
- Diversification and Global Strategies
- Economic Traits
- Profit Pools
- Key Success Factors
- Competitive Analysis
- Competitive Intelligence
- Strategic Group Map – Industry Level
- Discuss video

Videos:

- McDonalds' Global and Local Strategy
 - <http://www.youtube.com/watch?v=v6coDUDCJ10>
- Key Success Factors
 - <https://www.youtube.com/watch?v=8lpCW4FnZpA>
- Strategic Group Maps
 - <https://www.youtube.com/watch?v=CcF3ZMgXQrA>

Reading:

See course site for assigned readings and links

Discussion:

Creating Value in Global Markets

What type of challenges do you think McDonalds faces as it tries to find the balance between a global and local strategy?

Key Success Factors

Can you think of examples of past industry key success factors that are no longer as important?

Strategic Group Maps

What challenges can exist when trying to develop strategic group maps for an industry? What can you do to address and overcome these challenges?

WEEK 4: May 29 – June 2

Objectives:

- Begin Company Analysis
- Generic Strategies
- BCG Matrix
- Organizational Design and Governance
- Corporate Culture
- Corporate Social Responsibility
- Discuss videos

Videos:

- Porter's Strategies: Generic Strategies
 - <http://www.youtube.com/watch?v=ndARJzmKras>
- How the BCG Matrix Works
 - <http://www.youtube.com/watch?v=lc36fK38pLA>
- The anti-CEO playbook | Hamdi Ulukaya
 - https://www.youtube.com/watch?time_continue=1&v=SGTMSV8QUrs

Reading:

See course site for assigned readings and links

Discussion:

Porter's Generic Strategies

In the video "Porter's Strategies: Generic Strategies" the speaker says that it's important to be clear which strategy you are pursuing; he warns about being "stuck in the middle". Does that mean firms must pick a strategy and stay there forever? If not, can you think of a business that has changed its strategy by moving from one segment to another? Why would they have made the change? Did it work?

Diversification / Portfolio Management - BCG Matrix

The video talks about some of the characteristics of goods and services in each of the quadrants. Can you think of a company and where its goods or services would fall? Do they have a "good portfolio"? Why or why not?

The anti-CEO playbook | Hamdi Ulukaya

Do you think his anti-CEO playbook ideas and guidelines can work? Why or why not?

Week 5: June 5 – 9

Objectives:

- Continue Company Analysis
- SWOT
- Competitive Advantages
- Value Chain
- Bringing It All Together - Recommendations
- Discuss videos

Videos:

- The New Science of Human Capital
 - <http://www.youtube.com/watch?v=j3rZSIqZ0pM>
- Blue Ocean Strategy and the World
 - <http://www.youtube.com/watch?v=7SQDGBSjty4>
- Disruptive Innovation Explained
 - <http://www.youtube.com/watch?v=qDrMAzCHFUU>

Reading:

See course site for assigned readings and links

Discussion:

Human Capital / Social Capital / Intellectual Assets

In the "New Science of Human Capital" video the speaker describes the importance of "pivotal" roles and elements. The key to staying competitive? Invest in your strategic pivot points--roles where improved performance would make the biggest difference to executing your strategy. Do you agree with this perspective? Why or why not? Can you think of an example of a pivotal role or element in a company that hasn't been getting the attention it deserves?

Types of Innovation / Challenges

The "Blue Ocean Strategy" video raises some interesting ideas which re-works some of the more traditional strategy ideas. Do you agree with the ideas being proposed? Why or why not? Can you think of an example of a company that has pursued this kind of strategy?

In the "Disruptive Innovation Explained" video the speakers discuss some interesting examples of this idea. Can you think of other examples?

Midterm Exam

**Saturday June 10, 2023
9:00 a.m. to 11:00 a.m. (London ON time)**

The exam will use Proctortrack.

The exam will be an essay/short answer format and will be based upon the readings, videos, and class discussions up to and including Week 5.

The exam will be done online through the Test & Quizzes link on the OWL site. Further instructions will be posted in the Announcements on the OWL site.

Week 6: June 12 – 16

Objectives:

- Examining How Well the Current Strategy Has Been Executed – Financial Performance
 - Complete and discuss financial analysis of Wal-Mart and Target
-

Week 7: June 19 to 23

Assignment:

- Southwest Airlines 2020
 - Follow the Guide to Case Analysis framework which is posted on the course website under Week 1
-

Week 8: June 26 to 30

Assignment:

Pepsi in 2008

- Because this is a large case there are more detailed instructions in terms of the analysis to do for this case posted on the course website under Week 9 lesson requirements
 - Specific worksheets to help with the financial analysis will be posted on the course website
-

Week 9: July 3 to 7

Assignment:

- Costco in 2020
 - Follow the Guide to Case Analysis framework which is posted on the course website under Week 1
-

Week 10: July 10 to 14

Assignment:

Is One Ford Really Working?

- Follow the Guide to Case Analysis framework which is posted on the course website under Week 1

Just a reminder that the written group projects are due by Friday July 21, 2023, at 6:00 p.m. (London ON time). They must be submitted through the Assignment link on the course website.

The individual peer evaluation comments are also due by Friday July 21, 2023, at 6:00 p.m. (London ON time). They must be submitted through the Assignment link on the course website.

You must also submit a video copy of the presentation you are going to make. The presentation must be submitted through the Assignment link on the course website.

This is due by Monday August 7, 2023, at 6:00 p.m. (London ON time).

Weeks 11 and 12: July 24 – 28 and July 31 – Aug 4

Work on your video presentation. Each group must submit a 15 minute video presentation of their main report findings and recommendations. Details on the presentation are available on the OWL site.

NOTE – The presentations are due by Monday Aug 7, 2023, at 6:00 p.m. (London ON time) and must be submitted through the Assignment link on the OWL site