

---

## **MOS 4410A Strategic Management Course Outline: Sections – 001 to 007**

---

### **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.	SSC 3024
002	Thursday 2:30 p.m. to 5:30 p.m.	SSC 3018
003	Tuesday 6:00 p.m. to 9:00 p.m.	SSC 3014
004	Wednesday 9:30 p.m. to 12:30 p.m.	SSC 3018
005	Wednesday 2:30 p.m. to 5:30 p.m.	SSC 3026
006	Thursday 9:30 a.m. to 12:30 p.m.	SSC 3024
007	Tuesday 9:30 a.m. to 12:30 p.m.	SSC 2036

#### 1.2 Contact Information:

Instructor: Raymond Leduc

Office: Social Science Centre Room 4305

Office Hours: Wednesday 10:00 a.m. to 1:00 p.m. and by appointment Day/time

Phone: 661-2111 Ext 84930

Email: [rleduc@uwo.ca](mailto:rleduc@uwo.ca)

Instructor: John White

Office: Social Science Centre Room 4419

Office Hours: Wednesday 12:30 p.m. to 4:30 p.m.

Phone: 661-2111 Ext 82776

Email: [john.white@uwo.ca](mailto:john.white@uwo.ca)

Website Address: <http://owl.uwo.ca/portal>

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 also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 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):**

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

**Corequisite(s):**

**Pre-or Corequisite(s):**

**Extra Information:** 3 lecture hours, 0.5 course.

### 2.2 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."

## 3. Textbook

Dess, Lumpkin, Eisner, Peridis

Strategic Management - Creating Competitive Advantages, Fourth Canadian Edition

McGraw Hill Publishing

ISBN 1259024997

Casebook – The course will include case analysis. This is a custom case package ISBN 125 909236 4 and it is available in the bookstore. The casebook contains four cases: Southwest Airlines in 2010, PepsiCo's Diversification Strategy in 2008, Krispy Kreme Donuts, Inc. and Costco Wholesale in 2012.

## 4. Course Objectives and Format

### 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.

### 4.2 Course format

The approach taken is a combination of readings, case analyses, a group project, and day to day participation.

## 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 Examination #1 – Saturday October 3/15 – 2:00 p.m. to 4:00 p.m.	15%
Midterm Examination #2 – Saturday October 24/15 – 2:00 p.m. to 4:00 p.m.	15%
Final Examination	30%
Group Industry and Company Report and Peer Evaluations due Friday November 20/15 by 6:00 p.m.*	25%
Participation**	<u>15%</u>
	<u>100%</u>

### Group Report\*

The grade for the industry and company report 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.

The name of the industry and company to be examined is due by Friday September 25, 2015 by 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 cannot 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 20, 2015 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.

6.1 More detailed requirements for the group project and the written assignments are posted on the course website. All assignments, reports, evaluations, etc must be submitted through the Assignments portal on the OWL course site. 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 20, 2015 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

**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.**

**While regular attendance is important, it is not considered participation.**

The two midterm exams are multiple choice in format. Each exam will be scheduled for 2 hours, will consist of 100 questions and are closed book examinations. Dictionaries are NOT allowed into the examinations.

The final exam will be a single case exam and will be scheduled for 4 hours during the final exam period. It is also a closed book exam with no dictionaries allowed.

Only non-programmable calculators will be allowed into the exams. If you are unsure, please ask your professor to check your calculator.

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 in the instructor's office.

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.

The midterm exams will be scored using the program Scan Exam which examines the answer sheets for unusual coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating.

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.

## 7. Lecture and Examination Schedule

### Lecture Schedule

Section	Day/Time	Location
001	Tuesday 2:30 p.m. to 5:30 p.m.	SSC 3024
002	Thursday 2:30 p.m. to 5:30 p.m.	SSC 3018
003	Tuesday 6:00 p.m. to 9:00 p.m.	SSC 3014
004	Wednesday 9:30 p.m. to 12:30 p.m.	SSC 3018
005	Wednesday 2:30 p.m. to 5:30 p.m.	SSC 3026
006	Thursday 9:30 a.m. to 12:30 p.m.	SSC 3024
007	Tuesday 9:30 a.m. to 12:30 p.m.	SSC 2036

### Exam Schedule

Midterm Examination #1 – Saturday October 3/15 – 2:00 p.m. to 4:00 p.m.

Midterm Examination #2 – Saturday October 24/15 – 2:00 p.m. to 4:00 p.m.

## 8. University Policy Regarding Illness

### 8.1 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/pdf/academic\\_policies/general/privacy.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/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://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.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 Counselling 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.

## 8.2 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).

## 8.3 Attendance

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.

# 9. 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 3135 WSSB, (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.

## 10. 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.

## 11. Student Responsibilities

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.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

## 12. Support Services

### 12.1 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/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.health.uwo.ca/mental\\_health/](http://www.health.uwo.ca/mental_health/) for a complete list of options about how to obtain help.

## 13. Other Issues

### 13.1 Grade 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 Undergraduate Chair or Chair. Class averages are not grounds for appeal.

### 13.2 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.

### 13.3 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.

### 13.4 Academic Concerns.

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

### 13.5 Important Dates:

September 10, 2015 Classes begin

September 18, 2015 Last day to add a full course or first-term half course

October 29 - 30, 2015 Fall Study Break

November 5, 2015 last day to drop a first term half course.

November 30, 2015 Last day to drop full course.

December 9, 2015 Fall Session classes end.

December 10, 2015 Study Day

December 11-22, 2015 December examination period.

#### Other Information

- Bring student identification to exams.
- Nothing is to be on/at one's desk during the midterm exams except a pencil, an eraser, and the individual's student card
- For the final exam nothing is to be on/at one's desk except for the individual's student card, a non-programmable calculator, and a pen or pencil.
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to 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](http://www.uwo.ca/univsec/academic_policies/index.html)