
MOS 4410A Section – 003, 004, 007

Strategic Management

Fall 2019

Course Outline

1. Course Information:

1.1 Class Location and Time:

Section	Day/Time	Location
001	Tuesday 2:30 p.m. to 5:30 p.m.	UCC 60
002	Thursday 2:30 p.m. to 5:30 p.m.	UC 2110
003	Tuesday 10:30 a.m. to 1:30 p.m.	AHB 2B02
004	Wednesday 10:30 a.m. to 1:30 p.m.	TC 203
005	Tuesday 9:30 a.m. to 12:30 p.m.	SSC 3006
006	Thursday 9:30 a.m. to 12:30 p.m.	UCC 60
007	Wednesday 2:30 p.m. to 5:30 p.m.	TC 205

1.2 Contact Information:

Instructor: John White

Office: SSC 4401

Office Hours: Monday 2:00pm – 4:00pm, Tuesday 2:00pm – 5:00pm, and by appointment

Phone: 661-2111 x82776

Email: john.white@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.

Extra Information: 3 lecture hours.

Course Weight: 0.50

Antirequisite(s): None

Prerequisite(s): Enrolment in 4th year of BMOS or permission of the instructor.

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.”

This regulation is in regards 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. This is a custom case package number M11639 and it is available in the bookstore. The casebook contains five cases: Southwest Airlines in 2016, PepsiCo’s Diversification Strategy in 2008, Krispy Kreme Donuts, Inc., Costco Wholesale in 2016 and Is One Ford Really Working.

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.

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

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

6. Evaluation

Midterm Examination #1 – Saturday October 19/19 – 2:00 p.m. to 4:00 p.m.	35%
Group Industry and Company Report, Presentation due Friday November 22/19 by 6:00 p.m.	45%
Note: The written report is worth 35% and the presentation is worth 10%	
Peer Evaluations due Wednesday December 4/19 by midnight	
Participation	20%
	100%

Midterm

The midterm exam will be a short answer format. The exam, in total, will be scheduled for 2 hours, consist of 2 short answer questions, and is a closed book examination. Dictionaries are NOT allowed into the examination.

NO CALCULATORS OR OTHER ELECTRONIC DEVICES ARE ALLOWED:

Electronic devices of any kind (including cell phones, smart watches and calculators) are NOT permitted at exams.

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the readings. The exam will be held on Saturday October 19, 2019. Exams will not be returned to students but may be reviewed in the instructor's office.

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 Thursday September 26, 2019 by 6:00 p.m. Each group needs to email me the information to me for approval. This should take the form of a **one page synopsis** outlining the key industry issues you've identified (these may evolve as you get more into the Industry Note) as well as any important issues you see facing the company. It's first come first served in terms of the companies to be analyzed; that is, groups cannot analyze the same company another group has selected.

I will also provide you with a document on team projects for MOS and ask that you fill this out as well. This will include a short paragraph on each team member evaluating themselves in terms of "strengths & concerns". Are you a genius with financial analysis but like to leave things until the last minute? I'm hoping by sorting these things out with your group in advance, there will be more harmony with the group experience.

More detailed requirements for the group project are posted on the course website. The assignment must be submitted through the Assignments Tab on the OWL course site, as well as a hard copy via the MOS drop box located outside Social Science Room 4434.

Group Report Peer Review

Working collaboratively in groups is a very important part of the business world in general. The experience of doing this to complete the group project is as valuable as the project itself. It's important that all group members participate equally in this assignment.

Prior to midnight on Wednesday December 4th you need to e-mail me a peer evaluation for the group members (john.white@uwo.ca).

Send me an email with a list of the group member names including yourself. Assign each person in the group a mark between zero and ten. In an effort to have everyone give this some thought, **do not assign more than two people the same mark.**

In the extreme case where a group member did not participate at all, give that person a zero.

Lack of participation by one or more group members will not effect the final mark of the project itself, but it may lead to less than full marks being awarded to the group member(s) who have not participated fully. If your peers have evaluated you between 5/10 to 7/10, your grade on the project will be reduced by 10%. If your peer evaluation shows your contribution to be 5/10 or less from your group members, your grade on the project will be reduced by 20% or more. In the case where a group member has literally not participated at all (zero), that group member will receive a grade of zero on the project. Ideally you will be able to provide e-mails and other correspondence showing that there were efforts to include all group members in the completion of the project.

If you are having potential issues relating to group participation with one or more group members, please notify me by email by Session 10.

If you do not submit a peer evaluation, your grade on the project will be reduced by 10%.

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.

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 4000-4999 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.

7. Lecture and Examination Schedule

See Schedule on OWL.

8. Student Responsibilities

For 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 try to 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

- 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, or other electronic devices to exams.

- 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 attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

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 lvey 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/Academic_Consideration_for_absences.pdf

Students who experience an extenuating circumstance (illness, injury, or other extenuating circumstance) sufficiently significant to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

- i. Submitting a Self-Reported Absence form provided that the conditions for submission are met (maximum of 2 from September to April, valid for 48 hours or less, on course work worth less than 30%); or
- ii. For medical absences, submitting a Student Medical Certificate (SMC) : https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf signed by a licensed medical or mental health practitioner in order to be eligible for Academic Consideration; or
- iii. For non-medical absences, submitting appropriate documentation (e.g., obituary, police report, accident report, court order, etc.) to Academic Counselling in order to be eligible for academic consideration. Students are encouraged to contact their Academic Counselling unit to clarify what documentation is appropriate.

Students seeking academic consideration:

- are advised to **consider carefully the implications** of postponing tests or midterm exams or delaying handing in work;
- are encouraged to make appropriate decisions based on their specific circumstances, recognizing that minor ailments (upset stomach) or upsets (argument with a friend) are not an appropriate basis for a self-reported absence;
- **must communicate with their instructors no later than 24 hours** after the end of the period covered by either the self-reported absence or SMC, or immediately upon their return following a documented absence.

14.2 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.

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/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/ 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.