

MOS 4410B - 530
Strategic Management
School of Leadership & Social Change

CONTACT

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Office Hours: Tuesdays 10.30 a.m. - 11.15 a.m.

CLASS

Day: Tuesdays
Time: 11.30 a.m. - 2.30 p.m.
Room: BR-302

COURSE DESCRIPTION

In today's business world marked by rapid technological progress and disruption, it is imperative for general managers to have a firm understanding of sources of past performance of their firms and factors which will have the greatest impact on their firms' future performance. On a broad level, these factors include a firm's internal capabilities, characteristics of the environment within which the firm operates, as well as the dynamic interaction between these internal and external factors.

The main objective of this course is for students to acquire the knowledge about dominant strategy theories, frameworks, and methodologies addressing these factors. This knowledge will enable students to analyze with increasing rigor business cases examined in this course. These business cases have been carefully chosen to give students exposure to a diverse set of strategic issues faced by general managers. The case study approach will be complemented by readings, in-class debates, additional in-class mini-cases, in-class exercises, in-class videos, and a group project.

INSTRUCTOR

Dr. Necas holds a PhD from the Ivey Business School at Western University, an MBA from IESE, and MSc degrees from INSEAD and HEC Paris. He has been teaching Strategic Management at Brescia University College and Schulich School of Business at York University across undergraduate and graduate programs. His research program examines innovation management in complex organizations. Prior to entering academia, Dr. Necas was a senior advisor in Strategic Management and Corporate Finance to executives of global multidivisional firms.

COURSE LEARNING OUTCOMES

Upon successful completion of this course, students will be able to:

1. Explain why a firm needs strategy.
2. Understand the relationship between strategy, value creation, and value capture.
3. Analyze external factors influencing a firm's strategy.
4. Analyze internal factors shaping a firm's strategy.
5. Formulate a comprehensive business strategy.
6. Formulate a high-level corporate strategy.

7. Outline a plan for executing a firm's strategy.

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honor course policies, attend classes regularly, complete all assigned work in good faith and on time, demonstrate comprehension of the course content, and meet all other course expectations of you as a student.

BRESCIA UNIVERSITY COLLEGE COMPETENCIES

Primary competencies developed in this course include:

1. Communication (Level 2)
2. Critical Thinking (Level 2)
3. Inquiry and Analysis (Level 3)
4. Problem Solving (Level 3)
5. Social Awareness and Engagement (Level 2)

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.

COURSE MATERIALS

Textbook: G.G. Dess, G.T. Lumpkin, A. Eisner, T. Peridis and D. Weitzner. Strategic Management: Creating Competitive Advantages, McGraw-Hill Ryerson, 5th edition (Feb. 19 2018), ISBN-13: 978-1259275845

Case Package: Case Packages for MOS 4410B will be made available before the second session. Purchase of this case package is mandatory.

COURSE PREREQUISITES AND ANTIREQUISITES

Enrolment in Year Four of the BMOS or the Honors Specialization or Specialization in Foods and Nutrition.

COURSE STRUCTURE AND CONTENT

Teaching Methodology and Expectations of Students

This course is designed to ensure maximum experiential learning. Readings may be expanded upon by way of videos, exercises, cases, and/or class discussions. The very nature of the case study approach demands a high level of attendance, preparation, and contribution in class. You are expected to be prepared and fully engaged in learning. It is absolutely imperative that you read the assigned chapter(s) from the course text book and thoroughly analyze each assigned case prior to each class. Your learning crucially hinges on your own pre-class preparation.

Class Schedule

A tentative syllabus is posted below. I may depart from this schedule as some topics take up more (or less) time than is scheduled. Following this schedule is your responsibility. You should anticipate spending a minimum of 3-5 hours per week preparing for each session. When a case is assigned, you are expected to thoroughly read the case and prepare your answers to case guiding questions which will be posted on OWL.

Session 1 MODULE I: STRATEGIC ANALYSIS

Jan 7 **Read:**
Chapter 1: Creating Competitive Advantages
Case assignment:
None

Session 2 MODULE I: STRATEGIC ANALYSIS

Jan 14 **Read:**
Chapter 2: Analyzing the External Environment of the Firm
Case assignment:
Crafting Winning Strategies in a Mature Market: The US Wine Industry in 2001

Session 3 MODULE I: STRATEGIC ANALYSIS

Jan 21 **Read:**
Chapter 3: Analyzing the Internal Environment of the Firm
Case assignment:
Matching Dell (A)

Session 4 MODULE I: STRATEGIC ANALYSIS

Jan 28 **Read:**
Chapter 4: Assessing the Intellectual Assets of the Firm
Case assignment:
None
Prepare for:
In-class multi-format examination testing key concepts from sessions 1-3.

MODULE II: STRATEGIC FORMULATION

Session 5 **Read:**
Feb 4 Chapter 5: Business-Level Strategy
Case assignment:
LinkedIn Corporation, 2012

Session 6 MODULE II: STRATEGIC FORMULATION

Feb 11 **Read:**
Chapter 6: Corporate-Level Strategy
Case assignment:
The Walt Disney Company: The Entertainment King

Session 7 MODULE II: STRATEGIC FORMULATION

Feb 25

Read:

Chapter 7: International Strategy

Case assignment:

INGLOT: Conquering the World

Session 8 MODULE II: STRATEGIC FORMULATION

Mar 3

Read:

Chapter 8: Industry Change and Competitive Dynamics

Case assignment:

Honda A&B

Session 9 MODULE III: STRATEGIC IMPLEMENTATION

Mar 10

Read:

Chapter 9: Creating Effective Organizational Designs

Case assignment:

None

Prepare for:

In-class multi-format examination testing key concepts from sessions 1-8.

Session MODULE III: STRATEGIC IMPLEMENTATION

10

Read:

Mar 17

Chapter 10: Strategic Control and Corporate Governance

Chapter 11: Strategic Leadership

Case assignment:

Samsung Electronics

Session MODULE III: STRATEGIC IMPLEMENTATION

11

Read:

Mar 24

Chapter 12: Managing Innovation and Fostering Entrepreneurship

Case assignment:

Netflix

Session GROUP PRESENTATIONS

12

Mar 31

EVALUATION

Component	Timing / Due	Weight
Class Contribution	Weekly	10%
In-class Closed-book Multi-format Examination	Week 4	20%
In-class Closed-book Multi-format Examination	Week 9	20%
Case Analysis	Week 10	20%
Group Project	Week 12	30%

Evaluation Policies

You must complete all evaluation components to pass the course. I will not adjust grades based on need. Your mark in the course will be the mark that you earn based on your comprehension of course content. Extra credit assignments are not available and evaluations cannot be rewritten to obtain a higher mark. Once you have completed an evaluation, you are committed to the mark earned.

Late assignments without an academic accommodation will receive a “0.” All assignments are subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All assignments submitted for such checking will be included as source documents in the reference database to detect plagiarism of assignments subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Evaluation Component Descriptions

Class Contribution (10%)

Class contribution assesses your oral communication, critical thinking, complex problem solving, and inquiry and analysis skills. Class contribution may also be used to determine whether you have mastered the content of the course.

While class participation or contribution is not primarily an assessment of attendance, if you are not in class, it is not possible to assess your contribution. Each class will count equally toward your contribution grade, with each missed class receiving a grade of “0”. If you miss more than 25% of scheduled classes without an academic accommodation, you will receive a class contribution grade of “0” for the semester.

In general, you are expected to attend every class in this course. However, extenuating circumstances arise that make this difficult. Family medical issues, personal medical issues, family bereavement, participation in University sports teams are acceptable reasons for missing class, with appropriate documentation (i.e. an academic accommodation).

Two In-class Closed-Book Multi-format Examinations (20% each)

These 75-minute in-class closed-book examinations will include some or all of the following question types: multiple-choice, short-answer, and essay questions.

Case analysis (20%)

One case will be designated as a written assignment. The case will be assigned in Session 9. You are required to develop and present a complete analysis of the assigned case covering ALL case specific questions which will be posted on OWL. You must substantiate your answers using persuasive arguments based on appropriate analyses and state all assumptions explicitly. You should use the information from the case only and base your analysis on the knowledge covered in the course in sessions 1 - 8. You are not expected to conduct data research beyond the information contained in the case. You can use a variety of formats for answering each question, such as full sentences, bullet points, tables, figures, graphs, diagrams, and frameworks. This is an individual assignment and students are expected to work independently.

Referencing:

Reference using the APA (American Psychological Association) format. While you are not supposed to conduct an external data search, authors of the case, frameworks, concepts etc. that you will employ in your analysis need to be fully referenced.

Formatting requirements:

Maximum length is 5 double-spaced pages with at least 1-inch margin on all four sides of the pages. Use Times New Roman, 12-font only. On top of the 5-page limit, you can include (a) one title page, (b) one page of appendix which includes tables or figures only, and (c) one reference page. Please adhere strictly to page maxima. In the case of tables and figures, no specific formatting guidelines will be provided, but it is incumbent upon students to format these professionally, consistently, and legibly.

Submission requirements:

Upload a soft copy to OWL AND submit a hard copy in class.

Due:

Week 10: March 17, 11.30 a.m.

Group Project (30%)

Groups of three to five students will be randomly formed at the beginning of the course (the group size may change depending on the total enrollment of the class) to analyze strategy of a publicly traded company based on secondary research. You are required to analyze the origins, growth, and strategic challenges faced by the selected firm covering ALL questions which will be posted on OWL. You must substantiate your answers using persuasive arguments based on appropriate analyses and state all assumptions explicitly. You should use relevant publicly available information and base your analysis on the knowledge covered in the course in sessions 1 - 11. You can use a variety of formats for

answering each question, such as full sentences, bullet points, tables, figures, graphs, diagrams, and frameworks. This is a group assignment and students are expected to work collaboratively within their assigned groups.

The company must meet the following criteria: public company listed on the Canadian or US stock exchange, stock capitalization min CAD10bn / USD10bn, international presence. **The name of the company to be examined needs to be e-mailed to the instructor for approval by February 11, 11:30 a.m.**

The written a MS Word report should include your findings, conclusions, and recommendations. Based on the MS Word report, students will create a MS PowerPoint presentation synthesizing their work and providing enough material for a 15-minute oral presentation followed by a 5-minute Q&A session.

Referencing:

Reference using the APA (American Psychological Association) format.

Formatting requirements:

Maximum 20 pages including all appendices and references, but excluding the title page, executive summary, and table of contents (title page, executive summary, and table of contents are NOT required), Times New Roman font style, Font size 12, Double spaced, Normal margins. In the case of tables, figures, graphs, diagrams, and frameworks, no specific formatting guidelines will be provided, but it is incumbent upon students to format these professionally, consistently, and legibly.

Team leadership & team work:

To prevent “free-riding,” each group will name a group leader and notify me of their choice. Group leaders will be the group-instructor liaison and will also be responsible for calling to my attention any problems within the group, such as non-participation of group members. I reserve the right to deduct points (for the Group project report) to students who did not or make little contribution to the group project based the feedback of the team members. It is important, if there is a problem, that you do not wait until the end to discuss it with me.

Submission requirements:

Upload a soft copy to OWL AND submit a hard copy in class. Only the MS Word document needs to be submitted, you do not need to submit the MS Power Point presentation.

Other considerations:

Data sources include annual reports, analysts’ coverage, library data sources, financial newspapers, and corporate websites. You may use other data sources as required for your project. Please consult Western University librarians regarding different data sources available to you. Make sure to reference all your sources. Good assignments are clear, well written, well formatted, well argued, and incorporate

appropriate concepts and frameworks covered in sessions 1 - 11. If data is not available on an issue, please state that you could not find any public information on the same.

Due:

Week 12: March 31, 11.30 a.m.

Make-up exams

Please note that students are responsible for providing an academic accommodation if they are unable to write exams for any reason. Exams must be written on the scheduled dates unless you have a legitimate excuse recognized by your academic advisor. Valid reasons include medical or compassionate reasons, and must be substantiated by proper documentation (e.g., a medical certificate). A student who misses a regularly scheduled exam for any other reason, or who is unable to justify a claim, will be assigned a zero for that exam. All necessary supporting documentation must be submitted in a timely fashion, prior to writing the make-up exam. During the semester, make up exams will be held approximately one week after the regularly scheduled exam. (See the course plan at the end of this document for dates). Students unable to write a make-up exam on the planned dates for legitimate reasons (as noted above), will have their grades re-weighted. Please note that while attending another class is an acceptable reason for missing a makeup exam date, a student's work schedule is not an acceptable reason to miss a scheduled make-up exam.

COURSE POLICIES

Copyright and Intellectual Property

PowerPoint lecture slides and notes, lists of readings, in-class activities, assignment guidelines, and other components of the course materials are typically the intellectual property of the instructor. Unauthorized reproduction through audio-recording, video-recording, photographing, sharing on social media, or posting on course-sharing websites is an infringement of copyright and is prohibited. Such action may be considered a Code of Conduct violation and lead to sanctions.

Attendance Policy

This course has a Student Focused Learning (SFL) attendance policy. Class attendance is the best predictor of academic performance, so by attending class, you are setting yourself up for success. Missing more than 25% (or 9 hours) of scheduled course hours without an academic accommodation will result in the following academic consequences: 1) receiving a "0" in the semester class contribution component, and, 2) completing the group project independently.

You are expected to attend class. You should check your UWO email and OWL site mail regularly for any notifications regarding your attendance. You should read the course outline and clarify any concerns that you might have regarding the class attendance policy with me. I suggest that you track your class attendance.

I will send you an email if you are at risk of exceeding the allowable level of absenteeism. If you are struggling with attendance, I encourage you to talk to me, to your academic advisor, to a spiritual advisor, or to a member of the student life staff. We may be able to help. If you believe that your situation warrants an academic accommodation, please consult with your academic advisor to determine if an accommodation would apply to your situation.

Student Use of Technology in Class

I welcome the use of laptops in the classroom if they are used for class related purposes, such as research, participation in class exercises. Using your computer or phone during class for personal activities such as reading or writing e-mail, surfing the web, or playing games is distracting for others, is not conducive to your own learning, and is disrespectful to the instructor. Please ensure your phones are turned off and placed inside a bag.

Recent research shows that grades decline when you use laptops in the classroom for non-educational tasks. Additionally, students find other students use of laptops in the classroom the number one source of interference with their ability to learn (Fried, 2008). So, if I find you using a laptop for non-class related activities, I will ask you to close the laptop for the remainder of the class or until a class exercise requires the use of the laptop.

Texting substantially reduces academic performance. Researchers asked half the students in an accounting class to text their professor three times, while the other half were requested to refrain from texting. Students were then tested at the end of the lecture on the contents of the lecture. The students who texted scored 16% points lower than those who did not text (Ellis, Daniels & Jauregui, 2010). As a result, if I find you texting I will ask you to put your phone away.

Fried, C. (2008). In-class laptop use and its effects on student learning. *Computers and Education* (50). 906-914.

Ellis, Y., Daniels, B. & Jauregui, A. (2010). The effect of multi-tasking on the grade performance of business students. *Research in Higher Education*. (8).1 - 10.

E-mail

E-mail is a useful tool for sharing news, setting up appointments, or for a simple assignment clarification, but for more complex questions, a face-to-face meeting is best. Please come during my office hours to discuss any personal, academic, group work, or controversial issues in person, especially any concerns that you might have about your grades.

For privacy reasons, you must use your Western e-mail account to contact me. Please include your name, course and section number in the subject line of your e-mails. I check e-mail Monday through Friday during office hours; you can expect a response within 48 hours during the work week. I will not check e-mail over weekends and holidays, so plan accordingly.

Privacy

To respect privacy laws and the privacy of individual students, all grades will be distributed on OWL only. If you wish to discuss a grade, or review a test or paper, please make an appointment with the instructor to do so in person. To respect your privacy, I will discuss your grades only with you. Please do not share or compare your grades. I cannot share information about another student's grades, so discussions comparing grades between students will not be entertained.

DROPPING A COURSE

To drop a course without academic penalty, you must drop the course by the following dates:

Winter Term Half Credit Course

March 7, 2020

For further details, check the online academic calendar in the registrar's website. To book an appointment with one of Brescia's Academic Advisors, call 519.432.8353, extension 28266. If you are registered at another college or main campus, please make an appointment to see your academic advisor at your home campus.

2019-20 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING ACADEMIC ACCOMMODATION

The complete policy regarding *Accommodation for Illness - Undergraduate Students* can be found at http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12.

Students who have long-term or chronic medical conditions which may impede their ability to complete academic responsibilities should seek Academic Accommodation through Student Accessibility Services (http://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=1&Command=showCategory&SelectedCalendar=Live&ArchiveID=#Page_10).

Personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

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

1. Submitting a **Self-Reported Absence** form provided that the conditions for submission are met;
2. For medical absences, submitting a **Student Medical Certificate (SMC)** signed by a licensed medical or mental health practitioner;
3. For non-medical absences, submitting **appropriate documentation** (e.g., obituary, police report, accident report, court order, etc.) to their Academic Advisor. Students are encouraged to contact their Academic Advisor to clarify what documentation is acceptable.

Requests for Academic Consideration Using the Self-Reported Absence Portal

Students who experience an unexpected illness or injury or an extenuating circumstance of 48 hours or less that is sufficiently severe to render them unable to meet academic requirements should self-declare using the online Self-Reported Absence portal. This option should be used in situations where the student expects to resume academic responsibilities within 48 hours. Note that the excused absence includes all courses and academic

requirements within the up to 48 hours, it is not intended to provide an excused absence from a single course while students fulfill their academic responsibilities in other courses during that time.

The following conditions are in place for self-reporting of medical or extenuating circumstances:

1. Students will be allowed a **maximum of two self-reported absences** between September and April and one self-reported absence between May and August;
2. The duration of the absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
3. The excused absence will terminate prior to the end of the 48 hour period if the student undertakes significant academic responsibilities (writes a test, submits a paper) during that time;
4. Self-reported absences will **not** be allowed for scheduled final examinations; midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
5. Self-report absences may **not** be used for assessments worth more than 30% of any course;
6. Any absences in excess of 48 hours will require students to present a Student Medical Certificate (SMC), or appropriate documentation;
7. Students **must** communicate with their instructors **no later than 24 hours after the end of the period covered by the Self-Reported Absence form** to clarify how they will fulfil the academic expectations they may have missed during the absence.

Request for Academic Consideration for a Medical Absence

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation.

Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete their academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated.

The following conditions apply for students seeking academic accommodation on medical grounds:

1. Students must submit their Student Medical Certificate (SMC) along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. An SMC can be downloaded from http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf ;
2. In cases where there might be an extended absence or serious issue, students should submit their documentation promptly and consult their Academic Advisor for advice during their recovery period;
3. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, scheduled tests or examinations, and other academic requirements;
4. Students **must** communicate with their instructors **no later than 24 hours** after the end of the period covered by the SMC to clarify how they will fulfil the academic expectations they may have missed during the absence;
5. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the course instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements, arranging Special Exams (make-ups), re-weighting course requirements, or granting late withdrawal without academic penalty.

The [full policy on requesting accommodation due to illness](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12) can be viewed at:

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal challenge that is interfering with your work, contact your instructor and Academic Advisor 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. Retroactive requests for academic accommodation on medical or compassionate grounds are not normally considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult your Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please refer to the [Registrar's website](http://brescia.uwo.ca/academics/registrar-services/), <http://www.westerncalendar.uwo.ca/SessionalDates.cfm?SelectedCalendar=Live&ArchiveID=>.

You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work, and arrange academic accommodations if appropriate and warranted.

It is important to note that the Academic Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory (http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#SubHeading_68).

4. SCHOLASTIC OFFENCES

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence at: http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_20.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Note that such offences 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. Students are advised to consult the section on Scholastic Discipline for Undergraduate Students in the Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Academic Dean's Office, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) 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.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal is to be sent to the School Chair. If the response of the Chair is considered unsatisfactory to the student, they may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, they may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal and if the matter falls within the jurisdiction of the SRBA. For information on academic appeals consult your Academic Advisor or see the Student Academic Appeals – Undergraduate in the Academic Calendar

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_14.

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices.

6. PREREQUISITES

Unless you have either the prerequisites for a course or written special permission from the Dean to enroll in it, you will be removed from the 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 prerequisite(s).

7. SUPPORT

Support Services

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. Students can access supports through Brescia's Student Life Centre (<http://brescia.uwo.ca/life/student-life/>) and Learning Skills Services at Western (<https://www.uwo.ca/sdc/learning/>)

Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can obtain information about how to obtain help for yourself or others through **Mental Health & Wellness at Brescia**

(<http://brescia.uwo.ca/life/mental-health-wellness/>) and **Health and Wellness at Western**, http://uwo.ca/health/mental_wellbeing/index.html.

Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at <http://brescia.uwo.ca/life/sexual-violence/>.

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.
