



Strategy - School of Behavioural and Social Sciences

Course Number: MOS4410a – Section 530

The course outline and schedule are subject to change at the discretion of the course instructor.

Course Information

Course Name:	Strategy School of Behavioural and Social Sciences
Course Number:	4410b (Winter 2023)
Section, Location, Time:	Section 530, BR 202, Wednesday 8:30am – 11:30am

Instructor Information

Instructor:	John White <i>Lecturer, MOS Program</i>
Office:	Room 4401 SSC
Office Telephone:	519-661-2111 ext. 82776 [BRESCIA Office: 519-432-8353]
email:	john.white@uwo.ca
Course website	OWL MOS4410b Section 530 (John White) http://owl.uwo.ca/ (click location, log-in, click appropriate section)
Office Hours:	By appointment via Zoom (<i>email: john.white@uwo.ca</i>)

Required Texts

There is no required 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.

Optional: If you're interested, there's a small paperback I quite like called Strategic Decisions: The 30 Most Useful Models from Cambridge Press (ISBN – 9781108731959). It's about \$35 and covers almost all the

analyses & models we will be using. It also makes for a nice reference going forward in life – all the strategy models in one location. The bookstore is getting in a few copies. But remember it's optional – you can get by with the videos & academic readings.

Casebook – The course includes case analysis. This is a custom case package and will be available in the bookstore in January (you will need this for the start of February). The custom order number is **M12201** for the printed copy. The casebook contains these cases: Southwest Airlines in 2016, PepsiCo's Diversification Strategy in 2008, Costco Wholesale in 2018, Krispy Kreme Doughnuts, Is One Ford Really Working, J. Crew in 2014: Will Its Turnaround Strategy Improve Its Competitiveness. **You will need this current version** as the financial numbers differ from previous year's casebooks.

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 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 an organization 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

Brescia University College Competencies

Primary competencies developed in this course include:

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

See https://brescia.uwo.ca/about/competency_based_learning/ for a detailed description of each competency.

Prerequisites

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

Evaluation

Midterm Examination – Friday February 17/2023, online, 1:00pm to 3:30pm	20%
Final Examination – As per the registrar schedule (four hours)	35%
Industry Analysis & Strategic Plan Group Report (Due 03/ 31/2023 by 5:00pm)	25%
Class Participation/Contribution	<u>20%</u>
	<u>100%</u>

Group Project: Industry Note/Company Analysis

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 Jan. 26, 2023 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 also want you to **provide a second page with a brief size up of the group**. I will post a document for the team to complete, evaluating yourselves in terms of "strengths & concerns" as it relates to the group dynamic. 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.

Group Project: Peer Evaluation

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 April 5 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 and no decimal places please.**

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 affect 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 by midnight Wednesday April 5, your grade on the project will be reduced by 10%.

Participation & Professionalism

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

Class Attendance

It is expected students will attend and participate in scheduled classes. If you are unable to attend, please send the instructor an email to say you won't be there (no explanation is needed, this is a professional courtesy in the same way you would contact your manager to let them know you will not be at work).

Students who miss more than 25% of the sessions will not be able to write the final exam.

Examinations

To ensure fairness to all students, questions will not be answered during exams.

Students who fail to appear for an examination at the time set in the timetable will not be allowed to write the examination thus missed unless adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counselling office).

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.

Makeup Examinations:

One makeup exam will be offered for the mid-term on the next Friday afternoon. For the final exam, a makeup exam will be offered on the common Brescia make up day. If the student misses the make-up exam, they will be offered the opportunity to write the exam the next time the course is offered.

2022-23 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

Policy Regarding Academic Accommodation

The complete policy regarding Accommodation for Illness - Undergraduate Students can be found at https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_135

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 (https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&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. For medical absences, submitting a Student Medical Certificate (SMC) signed by a licensed medical or mental health practitioner;
2. 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.

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 https://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.

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 (https://brescia.uwo.ca/enrolment_services/academic_advising/book_an_appointment.php). If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please contact your Academic Advisor or see the list of sessional dates in the Academic Calendar (<https://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.*

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.

Please note that for asynchronous online courses, attendance or participation requirements may be different than for synchronous or in-person courses.

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

(https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#Page_64).

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:

https://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.

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.

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 https://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 Development & Success 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 **Health & Wellness at Brescia**, https://brescia.uwo.ca/student_life/health_and_wellness/index.php

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 https://brescia.uwo.ca/safe_campus/sexual_violence/index.php.

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.
