

**Management and Organizational Studies 4410A  
Strategy for MOS**

**CONTACT INFORMATION**

Instructor: Colleen Sharen, Associate Professor  
 Office: Room 175 Brescia University College  
 Phone: 519-432-8353 ex 28229  
 E-mail: [csharen@uwo.ca](mailto:csharen@uwo.ca)  
 Office Hours: Tues 10:00 - 11:00 am  
 Wed 9:00 - 10:00 am  
 or by By appointment on  
 Website: <http://bit.ly/Nl20zK>

**CLASS INFORMATION**

Wed 11:30 - 2:30  
 St. James Room 204

**COURSE DESCRIPTION**

The purpose of this course is to equip you to solve problems and seize opportunities, which requires thoughtful decisions to define the activities on which your business focuses, the customers you reach and the value you offer. This course deals with the decision making process within organizations, including formulation, implementation, execution, and evaluation of strategic missions, objectives, plans, policies and tactics.

**COURSE LEARNING OBJECTIVES**

At the end of this course students will be able to:

1. Demonstrate professionalism expected by an employer, including behaviours such as promptness, preparation, civility, attentiveness, effective communication, deportment and engagement.
2. Describe and apply key theories of strategy orally and in writing
3. Recognize strategic decisions orally and in writing
4. Define and evaluate alternatives orally and in writing
5. Identify shortfalls and improvement opportunities in an existing strategy orally and in writing

**COURSE MATERIALS**

Hitt, Ireland, Hoskisson, Rowe and Sheppard. *Strategic Management: Competitiveness and Globalization. Concepts.* 3rd Canadian Ed. Thomson Nelson. 2009.

Hitt, Ireland, Hoskisson, Rowe and Sheppard. *Strategic Management: Competitiveness and Globalization. Cases.* 3rd Canadian ed. Thomson Nelson. 2009.

Additional cases are on reserve at the Brescia University College library. (See OWL)

**COURSE PREREQUISITES AND ANTIREQUISITES**

Enrollment in 4<sup>th</sup> year MOS and completion of Business 2257

**EVALUATION**

Component	Timing	Weight
Class Contribution	Wk 1 - 13	20%
Case & Exercise Memos	Wk 1 - 13 (See OWL)	15%
Two term tests (15% each)	Wk 5, 9	30%
Final Exam	TBD	35%

Students must complete **all elements of evaluation** in order to receive a passing grade in the course. There will be no re-weighting of components within the course unless a student has received an academic accommodation. Please note that **grades cannot be adjusted on the basis of need**. Your mark in the course will be the mark that you earn based on your demonstrated understanding of the course content. Extra credit assignments are not available and tests and exams cannot be rewritten to obtain a higher mark. Once a student has written a test or examination she is committed to the mark earned.

Late assignments will not be accepted unless a student has obtained an academic accommodation.

All required assignments 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> ).

## Evaluation Component Descriptions

### ***Two Term Tests (15% each)***

Each test will consist of 40 multiple choice questions to test the students' awareness of key chapter concepts. Each test will be 50 minutes in duration and will be conducted in class.

### ***Final Exam***

The final exam will consist of a case exam. The final exam will be three hours in duration. **Please bring your UWO student card to the tests and exam.**

### ***Make-up tests and exams***

Please note that students are responsible for providing an academic accommodation if they are unable to write a test or exam for any reason. Tests and 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 test or exam. During the semester, make up exams will be held approximately one week after the regularly scheduled test. (See the course plan at the end of this document for dates). Students unable to write a make-up test 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 test date, a student's work schedule is not an acceptable reason to miss a scheduled make-up test. Brescia has a common final exam make up day, usually scheduled in early January. Any student having received an accommodation will be expected to write the make-up exam on the Brescia exam day.

### ***Contribution***

Contribution by each and every student is a cornerstone of any effective learning experience. Active class involvement augments the learning experience, increases assimilation of material and stimulates the level of class discussion. Students' contribution to this course is initiated through thorough class preparation. Contribution is expected to be relevant to the current discussion and includes answering direct questions, volunteering answers, advancing the discussion to a new issue, developing one side of an argument, clarifying difficult concepts and asking questions pertinent to the topic. Class contribution may also include assignments, hand-ins, group evaluations and prompt attendance. Just as important is listening attentively to your classmates and critiquing ideas constructively.

Please note, **each class will count equally toward a student's contribution grade, with each missed class receiving a grade of "0" out of ten. Half of your contribution grade will relate to critical thinking and half of the grade will assess professionalism.** Each student will have their lowest contribution grade for the semester dropped from the contribution calculation. ***See the detailed contribution assessment guide provided on OWL for information about the grading process and expectations of your contribution.*** Attendance at all classes in this course is expected. 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). Under University regulations, your instructor can determine at which point absenteeism has become excessive and approach the Dean who may prevent you from writing the final exam, thus preventing you from passing the course. ***At the discretion of the instructor, any student who misses more than 25% of scheduled classes will receive a class contribution grade of "0" for the course.***

### Case and Exercise Memos

For each case or exercise assigned, students will prepare a one to two page memo answering the discussion questions provided on OWL. The memos will be submitted by **8 am Wednesday mornings** to OWL. The memos will be evaluated based on whether the student thoroughly answered each of the assigned discussion questions. Each memo will contribute equally toward the grade. See Case Memo instructions on OWL for more details. See the weekly class plan on OWL for the memo due dates.

## COURSE STRUCTURE AND CONTENT

The course has four sections:

### Section 1: Strategic Management Inputs - Weeks 1 - 4

This section covers topics such as firm performance, the external environment and the internal environment.

### Section 2: Strategy Formulation – Weeks 5 - 9

This section covers business level strategy, competitive strategy, corporate level strategy, acquisitions and international strategy.

### Section 3: Strategy Implementation – Weeks 10 - 12

This section covers governance, organizational structure and leadership as they relate to strategy.

### Section 4: Summary – Week 13

This section reviews the key concepts of the course and prepares students for the final exam.

Course activities include: Guest speakers, lectures, video cases, extensive use of written cases, and exercises. Class attendance is essential and contribution is a significant part of course assessment.

### Class Schedule

A tentative schedule for this course is available on OWL. There may be departures from this list as some topics take up more (or less) time than is scheduled. Readings may be expanded upon by way of online discussions, videos and/or class discussions. Following this schedule is the responsibility of each student.

Students should anticipate spending a minimum of 3 -5 hours per week preparing for classes, completing readings, case and exercise memos, as well as studying for tests.

## CLASS ETIQUETTE

### Student Use of Technology in Class

Talking privately with classmates or using your computer during class for non-class related activities is distracting for others, is not conducive to your own learning and is disrespectful to the instructor. Please ensure your phones are turned OFF prior to entering the classroom and placed inside a bag.

I welcome the use of laptops in the classroom as long as they are used for class related purposes. Recent research has shown that laptop use in class for non-education related purposes is negatively related to academic performance. **That is, 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). As a result, if I find a student using a laptop for **non-class related activities**, I will ask them to close the laptop for the remainder of the class or until a class exercise requires the use of the laptop. Research also shows that texting substantially reduces academic performance. Researchers asked half the students in an accounting class to text their professor three times, while the other half was 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 and Jauregui, 2010). As a result, if I find a student texting I will ask them to put their cell phone away. **Texting in class may result in a “0” on class participation for that class.**

Carrie B. Fried, “In-class Laptop Use and its effects on student learning.” Computers and Education 50 (2008) 906-914.

Ellis, Yvonne, Daniels, Bobbie and Jauregui, Andres. “The effect of multi-tasking on the grade performance of business students” Research in Higher Education. June 2010. Vol. 8. P 1 – 10.

### Demonstrating Professionalism: Promptness, Attendance and Engagement

Students are expected to behave in a professional manner, demonstrating promptness, regular attendance, preparedness and engagement with the class activities. Professionalism will constitute 50% of your class contribution grade. Improper use of technology, or other unprofessional behaviour will result in lower class contribution grades.

### **A Note Regarding Email**

Email is a useful tool for sharing news, setting up meetings or for a simple assignment clarification, but for more complex questions, a face to face meeting is best. Please make an appointment to discuss any personal, academic, group work or controversial issues in person, especially any concerns that you might have about your grades. I will check email Monday through Friday during office hours; you can expect a response within 24 hours during the work week. Over weekends and holidays I will not be checking email, so plan accordingly.

### **Appointments**

Students are welcome to meet with the professor during the designated weekly office hours or by arranging an appointment at a mutually convenient time. Make sure to be on time for your appointment, have an objective for the discussion and bring a copy of your paper or exam you wish to discuss.

### **Privacy**

To respect privacy laws, all grades will be distributed on OWL only. If a student wishes to discuss a grade, or review a test or paper, she must make an appointment with the professor to do so in person. To protect student privacy, the professor may only discuss grades with the student in question. Please do not share or compare your grades. The professor cannot share information about another student's grades, so discussions about comparison of grades between students will not be entertained.

### **ACADEMIC ACCOMMODATION**

If, on medical or compassionate grounds, a student is unable to complete a course component worth **greater than 10 per cent** of the final course grade, it is the responsibility of the student to consult with an Academic Advisor and follow the procedures documented in the "**POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES**" on the final pages of this outline.

For academic accommodation to be considered for any course component worth **less than 10 per cent** of the final course grade, it is the responsibility of the student to approach the course instructor(s) in a timely fashion. Documentation may be required to be submitted to the academic advisor. If documentation is required, the request for accommodation will be decided by the academic advisor in consultation with the instructor. If documentation is not required, the instructor will make the final decision.

### **Dropping a Course**

In order to drop your courses without academic penalty, you must drop the course by the following dates:

Full Course	Nov. 30
Fall Term Half Credit Course	Oct. 15
Winter Term Half Credit Course	Feb. 15

For further details, check the online academic calendar in the registrar's website or check with your academic advisor. To book an appointment with one of Brescia's Academic Advisors, call 519.432.8353, extension 28266. Contact your academic advisor at your home campus if you are not a Brescia student.

# BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

## 1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

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 on medical grounds 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 her academic responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that 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.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded under the Medical Documentation heading of the following website: <https://studentservices.uwo.ca/secure/index.cfm> . If it is not possible to have an SMC completed by the attending physician/nurse practitioner, the student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation. All documentation is to be submitted to an Academic Advisor.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full statement of University policy regarding extensions of deadlines or makeup exams can be found at <http://www.westerncalendar.uwo.ca/2013/pg117.html>

## 2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem 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 may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, [www.registrar.uwo.ca](http://www.registrar.uwo.ca), for official dates). 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.*

The 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.

## 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.

## 4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. 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 Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, 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 (see Scholastic Offence Policy in the Western Academic Calendar).

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.

## **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 signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. 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, or you can consult an Academic Advisor. Students are advised to consult the section on Academic Rights and Responsibilities in the Western Academic Calendar.

## **6. PREREQUISITES AND ANTIREQUISITES**

Unless you have either the prerequisites for a course or written special permission from your 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 prerequisites.

Similarly, you will also be deleted from a class list if you have previously taken an antirequisite course unless this has the approval of the Dean. These decisions may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course because you have taken an antirequisite course.

## **7. SUPPORT SERVICES**

The Brescia University College Registrar's website, with a link to Academic Advisors, is at [http://www.brescia.uwo.ca/academics/registrar\\_services/index.html](http://www.brescia.uwo.ca/academics/registrar_services/index.html) . The Western Registrar's website is at <http://www.registrar.uwo.ca/index.cfm> . The website for the Student Development Centre at Western is at <http://www.sdc.uwo.ca/> . Students who are in emotional/mental distress should refer to Mental Health @ Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

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.