

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

**CONTACT**

Instructor: Zdenek Necas, PhD  
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Office Hours: Virtual on Wednesdays after each class  
10.30am-11.15am upon prior  
appointment

**CLASS**

Day: Wednesdays  
Time: 8.30 a.m. – 10.30 a.m.  
Room: Zoom Meetings; Zoom sign in  
details will be posted on OWL

**COURSE DESCRIPTION**

Strategic Management focuses on the identification and analysis of problems and strengths in the organizational internal and external environments using models from the social sciences. The course also explores strategies designed to deal with organizational challenges. Issues related to the implementation of strategies are discussed as well.

**COURSE STRUCTURE AND LEARNING OUTCOMES**

**Course Structure**

A detailed session learning plan for this course is included at the end of this document. Following this schedule is your responsibility. You can expect to spend approximately 6-8 hours per week on this course. On average you might spend:

- 2-3 hours completing preparatory work (readings, cases, etc.)
- 2 hours attending class
- 2-3 hours completing assignments

Depending on how much effort you put in and how fast you read, these times will vary by individual.

**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. Identify functional-level strategies.
6. Formulate a comprehensive business strategy.
7. Formulate a high-level international strategy.
8. Explain why innovation is important for a firm's long-term survival.
9. Formulate a high-level corporate strategy.

10. 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 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/](https://brescia.uwo.ca/about/competency_based_learning/) for a detailed description of each competency.

## **PREREQUISITES AND ANTIREQUISITES**

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

## **COURSE MATERIALS**

The following textbook is *required*:

Hill, Charles W, Schilling, Melissa, A. & Jones, Gareth R. (2019). Strategic management: An integrated approach. 13th edition. Boston: Cengage Learning. (Theory & Cases). Older editions of the textbook cannot be used.

The following case package is *required*:

Case Package for MOS 4410B will be made available through Western Libraries before the second session.

## COURSE EVALUATION

Component	Type	Timing / Due	Learning Outcomes	Brescia Competency	Weight
Participation	Individual	All sessions	All	1,2,3,4	20%
Midterm Exam	Individual	Session 6	1-6	1,2,3,4	25%
Case Analysis	Individual	Session 8	1-8	1,2,3,4	25%
Group Project	Group	Session 12	All	1,2,3,4	30%

### Evaluation Components' Descriptions

#### *Class Contribution – Individual (20%)*

Contributing to class discussions as well as to discussions with peers related to the Group Project is crucial for achieving a good grade in this category. Remember it is the quality of your participation, and not just the quantity (or “air time”), that will lead to good performance in class discussion:

- Excellent class participation: The student consistently attends class, consistently contributes to case discussions, and consistently demonstrates superior understanding and insights;
- Good class participation: The student consistently attends class, consistently contributes to case discussions, and occasionally demonstrates superior understanding and insights;
- Mediocre class participation: The student inconsistently attends class, inconsistently contributes to case discussions, and rarely demonstrates superior understanding and insights.

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).

Note: It is assumed that every student contributes constructively and adds value to the Group Project team assignment. Should a majority of Group Project members consider an individual student to be ‘free riding’, I reserve the right to deduct up to 10 percentage points from both the student’s Class Participation grade and the student’s Group Project grade. A Peer Review document will be posted under Resources on OWL after the last session. Complete and upload this form to your Dropbox (i.e. do not send it to me by e-mail) ONLY in case your perception is that not all Group Project members contributed equally to the Group Project. All peer review feedback is 100% confidential. The form must be uploaded by Mar 31.

***Midterm Exam – Individual (25%)***

There will be an open book midterm exam in session 6 that aims to test students' individual understanding of the material covered in sessions 1-5. It will be either a short case, a case synopsis, some scenario, or excerpts from articles in the popular press (or other such sources) to be provided to you accompanied by exam questions. You must substantiate your answers using persuasive arguments based on appropriate analyses and state all assumptions explicitly. Students are expected to answer all questions. The resulting report will be evaluated in its entirety. The expected duration of the midterm exam is 90mins + 15mins for any technical difficulties students may encounter. The formatting requirements will be provided with the midterm exam. The midterm exam will take place during the regular class time and will sent to students . There will be no Zoom session on the day of the midterm exam. This is an individual evaluation component and students are not permitted to work on it with others.

***Scheduled for:***

Session 6: Feb 9, 8.30 a.m. – 10.15 a.m.

***Case Analysis – Individual (25%)***

The case and the case instructions will be posted on OWL shortly after session 7. The Case Analysis report needs to be submitted to OWL prior to session 8. The case, the case questions, and formatting requirements will be posted to OWL. You must substantiate your answers using persuasive arguments based on appropriate analyses and state all assumptions explicitly. Students are expected to answer all questions. The resulting report will be evaluated in its entirety. You should use the information from the case only and base your analysis on the knowledge covered in the course in sessions 1 - 8. This is an individual evaluation component and students are not permitted to work on it with others.

***Due:***

Session 8: Mar 2, 8.30 a.m.

***Group Project – Student Groups (30%)***

Small groups of students will be randomly constituted by the instructor (the group size will be determined based 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. The company selection process, guiding questions, formatting, and other requirements for this evaluation component will be posted to OWL. You must substantiate your answers using persuasive arguments based on appropriate analyses and state all assumptions explicitly. The resulting report will be evaluated in its entirety. You should use relevant publicly available information (i.e., no primary research is allowed for this evaluation component) and base your analysis on the knowledge covered in the course in sessions 1 - 11. This is a team assignment and students are expected to work collaboratively with other students assigned to their team.

***Outputs:***

There will be two outputs from the Group Project. The written MS Word report should include your findings, conclusions, and recommendations. Based on the MS Word report, students will create a short MS PowerPoint presentation synthesizing their work and providing enough material for a 15-minute oral presentation followed by a 5-minute Q&A session. The grade for the Group Project will be assigned based on the evaluation of the MS Word report. In the unlikely scenario in which the MS PowerPoint presentation would not provide a thoughtful synthesis based on the MS Word report, the instructor reserves the right to deduct up to 10 percentage points from the Group Project grade.

*Submission requirements:*

Upload the MS Word report to OWL prior to session 12. Only the MS Word report needs to be submitted; you do not need to submit the MS Power Point presentation. One MS Word report submission per Student Group is sufficient.

*Due:*

Session 12: March 30, 8.30 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 to two weeks after the regularly scheduled exam. 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 make-up exam date, a student's work schedule is not an acceptable reason to miss a scheduled make-up exam.

**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 Rubric for Written Evaluation Components (i.e., Midterm Exam, Case Analysis, Group Project)**

All written work is evaluated for (a) the quality of the analysis and the coherence and persuasiveness of the logic. This includes careful use of facts and relevant information, consistency between the analysis and recommendations, and the integration of arguments in various sections (b) the extent to which there is an attempt to weave in theoretical concepts into the practical analysis, and (c) the quality of writing (including spelling, grammar, organization, and conciseness). It is important to communicate your ideas clearly and concisely, otherwise even the best ideas get undermined because of faulty presentation. Do NOT merely present existing facts and restate information, but rather use the information provided to you or gathered by you using secondary research (when secondary research is required) to support your analysis and recommendations.

## **COURSE POLICIES**

### **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 Analysis 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 imperative that you read the assigned chapter(s) from the course textbook and thoroughly analyze each assigned case prior to each class. Your learning crucially hinges on your own pre-class preparation.

### **Copyright and Intellectual Property**

This course outline, 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.

### **Assignment Authoring**

All assignments to be uploaded to OWL must be authored from an original document using a Microsoft Word account registered to the student. Microsoft Word is available free to all students by visiting [myoffice.uwo.ca](http://myoffice.uwo.ca). Documents submitted with registrations affiliated to anyone other than the student may be taken as evidence of collaboration or plagiarism. Only Microsoft Word documents will be acceptable upload submissions (i.e. do not submit pdf documents). If a student is required to resubmit due to improper document formatting, late penalties will be calculated from the time the properly formatted document is submitted.

### **E-mail**

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 and you can expect a response within 72 hours during the work week. I will not check e-mail over weekends and holidays, so plan accordingly.

### **Time Zone**

All times referred to in OWL and this course outline are Eastern Time (London, ON local time). See <https://www.thetimezoneconverter.com/> for conversion to your local time.

### **Zoom Sessions**

Zoom Sessions for this course are scheduled on Wednesdays from 8.30 a.m. to 10:30 a.m. as per the Session Learning Plan. To respect Canadian privacy laws and the privacy of individual students, Zoom Sessions cannot be recorded in any way. In lieu of recordings, I will post my complete lecture notes AFTER each session on OWL. Please note that my lecture notes are posted only for your convenience and DO NOT substitute for the content of assigned readings which students are expected to study independently prior to each Zoom Session.

I encourage you to have your cameras on and microphones muted during Zoom Sessions. Having your camera on helps me and the other students in the class to get to know you. However, if you wish to turn your camera off after entering the Zoom room, you may. I encourage you to use a virtual background if you wish to maintain privacy. If you are having difficulty with your internet speed, you may turn your camera off. To manage the flow of students' questions and contributions, the use of the "Raise Hand" function in Zoom is highly encouraged. Further, you can post comments using the chat box. Typically, I will not be able to react to comments posted in the chat box, yet they will count towards your participation grade following the same participation evaluation criteria as for the verbal contributions.

### **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, please make an appointment with the instructor. 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, 2022

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.

**SESSION LEARNING PLAN**

A tentative session learning plan 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. When a case is assigned, you are expected to thoroughly read the case and prepare your answers to case guiding questions. Both the Case List and Case Guiding Questions will be posted on OWL.

**Session 1**     **STRATEGIC LEADERSHIP***Jan 5****Reading:***

Chapter 1: Strategic Leadership: Managing the Strategy-Making Process for Competitive Advantage

***Case:***

None

**Session 2**     **EXTERNAL ANALYSIS***Jan 12****Reading:***

Chapter 2: External Analysis: The Identification of Opportunities and Threats

***Case:***

As per the Case List posted on OWL

**Session 3**     **INTERNAL ANALYSIS***Jan 19****Reading:***

Chapter 3: Internal Analysis: Resources and Competitive Advantage

***Case:***

As per the Case List posted on OWL

**Session 4**     **FUNCTIONAL STRATEGIES***Jan 26****Reading:***

Chapter 4: Competitive Advantage through Functional-Level Strategies

***Case:***

As per the Case List posted on OWL

**BUSINESS-LEVEL STRATEGIES AND THE INDUSTRY ENVIRONMENT****Session 5***Feb 2****Reading:***

Chapter 5: Business-Level Strategies and the Industry Environment

***Case:***

As per the Case List posted on OWL

**Session 6**     **MIDTERM EXAM***Feb 9****Reading:***

None

***Case:***

None

***Prepare for:***

Midterm Exam testing key concepts from sessions 1-5.



- Session 7  
*Feb 16*     INTERNATIONAL STRATEGY  
**Reading:**  
Chapter 8: Strategy in the Global Environment  
**Case:**  
As per the Case List posted on OWL  
**Get from OWL after the class:**  
Case Analysis Instructions
- Session 8  
*Mar 2*     STRATEGY AND TECHNOLOGY  
**Reading:**  
Chapter 7: Strategy and technology  
**Case:**  
None  
**Submit to OWL prior to the class:**  
Case Analysis
- Session 9  
*Mar 9*     CORPORATE SOCIAL RESPONSIBILITY / CORPORATE STRATEGY  
**Reading:**  
Chapter 11: Corporate governance, Social responsibility, and Ethics  
Chapter 9: Corporate-level strategy, Horizontal integration, Vertical integration, and Strategic Outsourcing  
**Case:**  
As per the Case List posted on OWL
- Session 10  
*Mar 16*     RELATED AND UNRELATED DIVERSIFICATION  
**Reading:**  
Chapter 10: Corporate-level Strategy: Related and Unrelated Diversification  
**Case:**  
As per the Case List posted on OWL
- Session 11  
*Mar 23*     STRATEGIC IMPLEMENTATION  
**Reading:**  
Chapter 12: Implementing Strategy through Organization  
**Case:**  
As per the Case List posted on OWL
- Session 12  
*Mar 30*     GROUP PRESENTATIONS  
**Prepare:**  
Group Project MS PowerPoint Presentation  
**Submit to OWL prior to the class:**  
Group Project MS Word Report

## 2021-22 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 [https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_12](https://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 ([https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_10](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. 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](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 can be viewed at:

[http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_12](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 ([https://www.brescia.uwo.ca/enrolment\\_services/academic\\_advising/index.php](https://www.brescia.uwo.ca/enrolment_services/academic_advising/index.php) ). If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please refer to <http://brescia.uwo.ca/academics/registrar-services/> or the list of official sessional dates in the Academic Calendar (<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.

Please note that for asynchronous online courses, attendance or participation requirements maybe 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 ([http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#SubHeading\\_68](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](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](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 **Health & Wellness at Brescia** ([https://brescia.uwo.ca/student\\_life/health\\_and\\_wellness/index.php](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](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](https://brescia.uwo.ca/safe_campus/sexual_violence/index.php).

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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.

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