Western University  
DAN Management and Organizational Studies Program  

Management and Organizational Studies 4410  
Strategic Management  

Course Outline  
January 2023 – April 2023  

Instructor  
Raymond Leduc  
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Tel: 519 661-2111 Ext 84930  
Social Science Centre Room 4305  
Office Hours: Monday 10:00 a.m. to 1:00 p.m. – In Person or by Zoom. Other times by appointment.  

<table>
<thead>
<tr>
<th>Section</th>
<th>Day/Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>001</td>
<td>Thursday 9:30 a.m. to 12:30 p.m.</td>
<td>UC 2110</td>
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<tr>
<td>002</td>
<td>Tuesday 2:30 p.m. to 5:30 p.m.</td>
<td>SSC 3014</td>
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<td>003</td>
<td>Thursday 2:30 p.m. to 5:30 p.m.</td>
<td>SSC 3010</td>
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<tr>
<td>004</td>
<td>Tuesday 9:30 a.m. to 12:30 p.m.</td>
<td>SSC 3014</td>
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</tbody>
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Course delivery with respect to the COVID-19 pandemic  
Although the intent is for this course to be delivered in-person, the changing COVID-19 landscape may necessitate some or all of the course to be delivered online, either synchronously (i.e., at the times indicated in the timetable) or asynchronously (e.g., posted on OWL for students to view at their convenience). The grading scheme will not change. Any assessments affected will be conducted online as determined by the course instructor.  

When deemed necessary, tests and examinations in this course will be conducted using a remote proctoring service. By taking this course, you are consenting to the use of this software and acknowledge that you will be required to provide personal information (including some biometric data) and the session will be recorded. Completion of this course will require you to have a reliable internet connection and a device that meets the technical requirements for this service. More information about this remote proctoring service, including technical requirements, is available on Western’s Remote Proctoring website at: https://remoteproctoring.uwo.ca  

DAN Department of Management & Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2147 for any specific question regarding an accommodation.  

More information about “Accessibility at Western” is available at: http://accessibility.uwo.ca
LEARNING OUTCOMES
MOS 4410 is designed to be a challenging and exciting capstone course for students completing their BMOS degree. The course integrates much of what has been studied throughout the BMOS degree and applies it to the study of the firm as a whole. The approach taken is a combination of readings, case analyses, a group project, and day to day participation.

Upon successful completion of the course, MOS 4410 students will be able to:
- Analyze a business and identify strategic gaps and opportunities it faces
- Interpret a wide range of quantitative and qualitative information in order to formulate strong, clear implications for the organization
- Summarize and present their ideas, comments, and insights to the rest of the class through day to day participation

A major aspect of the course involves a group report in which the students’ role will be that of a consultant to a client. The students will:
- Select an industry and a company within that industry to research
- Prepare a consulting report at a level suitable for presentation to the management of the company they have selected
- Make recommendations based upon their findings

TEXTBOOK REQUIREMENTS
There is no textbook for the course but there are a series of readings and videos for each class. It is vital that you spend the time to go through the readings and videos in detail before each class. This will help to prepare you to better participate and develop a thorough and integrated understanding of the material and concepts.

Casebook – The course will include case analysis. The printed case package is available in the bookstore and it is case package number M12096. If there are no other printed copies of the casebook in the bookstore you can order a printed copy using case package number V12096. There is a digital copy of the casebook available as well and it is case package E12096. It can be ordered through the bookstore website. The casebook contains four cases: Southwest Airlines in 2020, PepsiCo’s Diversification Strategy in 2008, Costco Wholesale in 2020 and Is One Ford Really Working.

Note: There are new versions of cases in this case package so you cannot use an older version of the case package.

PREREQUISITES
Prerequisite(s): Enrolment in 4th year of BMOS.
Antirequisite(s): None

Senate Regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enrol in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.”
EVALUATION
Note that there is no final exam in the course but there is a midterm exam.

Midterm Exam – Saturday February 11, 2023 – 9:00 a.m. to 11:00 a.m. = 35%
The midterm exam will be an essay/short answer exam. It will be an open book exam and you will write and submit your exam through OWL. More exam details will be posted in the OWL Announcement link closer to the exam date.

Tests and examinations in this course will be conducted using a remote proctoring service, currently Proctortrack. By taking this course, you are consenting to the use of this software and acknowledge that you will be required to provide personal information (including some biometric data) and the session will be recorded.

More information about this remote proctoring service is available in the Online Proctoring Guidelines at the following link: https://www.uwo.ca/univsec/pdf/onlineproctoringguidelines.pdf
and the Remote Proctoring at Western website at: https://remoteproctoring.uwo.ca.

Completion of this course will require you to have a reliable internet connection and a device that meets the technical requirements for this service. Information about the technical requirements are available at the following link: https://www.proctortrack.com/tech-requirements/.

This course must use proctored assessments to ensure continued accreditation by the Chartered Professional Accountants (CPA) of Ontario as well as other professional accreditation bodies. Because the size of the class precludes in-person delivery, assessments must proceed online, which in addition supports the ability of students to take the course from a remote location. Online proctoring assures students that they can write assessments on equal terms with their classmates and signals to prospective employers, graduate supervisors, and professional schools that, despite the COVID-19 pandemic, Western has endeavoured to maintain the high standards that are at the core of our degrees.

It is important for students and instructors to understand that the use of remote proctoring is not an implicit accusation of cheating, any more than use of in-person proctoring (or indeed assignment submissions tied to login credentials through OWL) would be such as statement. Rather, proctoring is employed to provide a measure of confidence – to instructors, students, and external bodies – in the integrity of a Western degree. It allows instructors to confidently assign grades, students to be assured that they can write an exam on equal terms as their classmates, and external stakeholders to understand that, despite the COVID-19 pandemic, Western has endeavoured to maintain the high standards that are at the core of our degrees.

Group Industry and Company Report, Video Presentation and Peer Evaluations* = 45%
Each group will submit a single industry and company report by Friday March 24, 2023 at 6:00 p.m. using the OWL Assignment link. In addition a printed copy of your report must be submitted to the MOS drop box outside of Social Science Centre Room 4304 by Friday March 24, 2023 at 6:00 p.m.

Each individual student will submit a confidential peer evaluation summary by Friday March 24, 2023 at 6:00 p.m. using the OWL Assignment link.

Each group will submit a maximum 15 minute video presentation of their report by Monday April 10, 2023 at 6:00 p.m. using the OWL Assignment link.

Detailed information about the report, presentation, and peer evaluation requirements will be available on the OWL course site.
Participation** = 20%

More detailed information regarding the participation requirements and grading is on the next page of this course outline.

**Total = 100%**

Students are responsible for material covered in the lectures as well as the assigned readings. Exams will not be returned to students but may be reviewed by contacting your Instructor.

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. Extra assignments to improve grades **will NOT be allowed**.

**Grades will not be adjusted** on the basis of need. It is important to monitor your performance in the course. Remember: **You are responsible for your grades in this course.**

The DAN Department has a grade policy which states that for courses in the 4000 range, the class average must fall between 72% and 77% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for appeal.

**Group Report**

The grade for the industry and company report and presentation 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.

Each group can determine how they want to do their presentation. The goal is to be as professional and effective as possible. Some groups may want to have everyone take part; other groups may want just a few to take part. Regardless, the report and presentation marks are a group mark unless it is clear from the peer evaluations that not everyone did their fair share. It is up to the group to determine who is responsible for what and whether it was done or not.

The name of the industry and company to be examined is due by **Friday January 20, 2023** at 6:00 p.m. Each group needs to send the information to me for approval. It is first come first served in terms of the companies to be analyzed; that is, groups may not be able to analyze the same company another group has selected.

**Note:** The peer evaluation is considered a mandatory part of the course requirement and it must by completed by **Friday March 24, 2023** at 6:00 p.m. **If the form is not completed by this date then your individual grade on the assignment will be reduced and a late penalty will be applied to your project mark.** A late penalty will also apply if the project is not submitted by the deadline. The penalty is 5 marks/day. For example, if your original group mark was 80% and the project was submitted one day late, your adjusted mark would be 75%.

In the peer evaluation summary you will evaluate and rate your own contribution as well as the contributions of each of your teammates. It is a score out of 10. If you give someone else, or yourself, a score of 6 or lower you need to explain, in detail, why that is the case.

The evaluations are confidential and I am the only one who will read them.

The results of the peer evaluations will also be used to determine whether or not everyone in the team receives the same final report grade.
More detailed requirements for the group project and presentation are posted on the course website. A copy of the group report must be submitted through the Assignments link on the OWL course site by the deadline of Friday March 24, 2023 at 6:00 p.m. A printed copy of the report must be submitted to the MOS drop box outside of Social Science Centre Room 4304 by Friday March 24, 2023 at 6:00 p.m. The individual peer evaluations must also be submitted through the Assignments link on the OWL course site by the deadline of Friday March 24, 2023 at 6:00 p.m. The 15 minute project presentation video must be submitted through the Assignments link on the OWL course site by the deadline of Monday April 10, 2023 at 6:00 p.m.

**Participation**
Regular participation is a key to the success of this course and as a result, it makes up a large part of the overall grade. Participation can take many forms such as:

- answering the assignment questions
- providing relevant background information based upon personal experiences
- relating current events linked to the material being discussed
- asking relevant questions
- providing clarification of points and issues
- submitting and commenting on articles of interest relating to the course or other topical business issues
- building upon the comments that others have posted. However this does not mean just saying “I agree” or “Me too”

**Participation Breakdown:**
**Good – 14 to 20**
Consistent contributions throughout the term, build upon other comments, introduce new material, articles, add insights from personal experiences or other courses, etc.

**Fair – 10 to 13**
Occasional contributions throughout the term, some introduction of new material or ideas, some building upon the comments of others.

**Poor – 0 to 9**
Minimal or no contributions throughout the term, not many original comments, material or other ideas introduced, mostly “me too” comments.

At the midpoint of the course I will give everyone some participation feedback in the form of a “Good”, “Fair”, or “Poor” comment.
**EXAMINATIONS**

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. Students should report this irregularity immediately to their Dean’s office. They may, with the approval of the Chair of the Department concerned, petition the Dean for standing or permission to write a special examination. Petitions will be entertained only when they are submitted on compassionate grounds with supporting documents. See the current Western Academic Calendar.

**POLICY ON SPECIAL EXAMINATIONS**

1. Students with conflicts or students who are unable to write an exam based on compassionate grounds (supported by appropriate documents), may apply in writing prior to the exam to the course coordinator to be excused.
2. Students involved with approved out-of-town university activities during the scheduled mid-term exam may apply to the course coordinator for special proctoring privileges to write the mid-term exam.
3. Students who are excused from the writing of the mid-term exam will have the appropriate percentage of marks transferred to the weighting of the marks for the final exam.

**EXAM POLICIES**

- Have student identification ready.
- Nothing is to be on/at one’s desk during an exam, except your computer and any approved materials.
- Students may be required to use ProctorTrack or other proctoring software.
- To ensure fairness to all students, questions will not be answered during exams.

**NOTES**

1. It is the student’s responsibility to submit his or her own original written material in courses in this program. See the current Western Academic Calendar, “Scholastic Offences”.
2. For a description of the process to be followed for mark/grade appeals see your professor.
3. The use of personal computers or any other electronic devices during examinations will not be permitted. However, financial calculators are permitted and are recommended for the course.
4. It is your responsibility to be familiar with the regulations and requirements as described in the Western Academic Calendar. While some of them have been highlighted in this course outline, it is by no means a complete list and you are bound by all of the rights and responsibilities described in the Western Academic Calendar.

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may wish to contact Services for Students with Disabilities (SSD) at 661-2111 #82147 for any specific questions regarding an accommodation. More information about “Accessibility at Western” is available at: http://accessibility.uwo.ca.

**BMOS GRADE DISTRIBUTION POLICY**

The Dan Program has a grade policy which states that for courses in the 4000 range, the class average must fall between 72% and 77% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Assistant Director or the Director. Class averages are not grounds for appeals.

**ADD/DROP DEADLINES**

Note:
You should check with the Academic Calendar on the Registrar’s website to confirm the add/drop deadlines.
University Policy Regarding Illness

Illness
The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student’s overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.

Documentation shall be submitted, as soon as possible, to the appropriate Dean’s office (the Office of the Dean of the student’s Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student’s file, and will be held in confidence in accordance with the University’s Official Student Record Information Privacy Policy http://www.uwo.ca/univsec/pdf/academic_policies/general/privacy.pdf

Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean’s Office in consultation with the student’s instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)

A form to be completed by off-campus physicians is available at: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf

Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, examinations, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office 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. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

Make Up Examinations
The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counseling office).
Attendance
It is expected that students will attend watch all of the asynchronous lectures and to read all of the other course material posted on the OWL site. In addition, it is expected that students will participate on a regular and meaningful way through the OWL Forum discussion link. More information about participation expectation will be available on the OWL site.

University Policy on Cheating and Academic Misconduct
Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573, ombuds@uwo.ca.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Procedures For Appealing Academic Evaluations
1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken.
4. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.
Student Responsibilities
Students should familiarize themselves with Western University Senate Regulations, please see: http://www.uwo.ca/univsec/academic_policies/index.html.

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are strongly encouraged to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

Respect
Please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone. Private in-class discussions are distracting to students and the Professor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see the instructor.
Late arrivals are also distracting. Please try to arrive on time for classes.

No Recording of Classes
Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the professor.

Copyright Notice
Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may not record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

Support Services
Support Services
The Registrar’s office can be accessed for Student Support Services at http://www.registrar.uwo.ca
Student Support Services (including the services provided by the USC listed here) can be reached at:  http://westernusc.ca/services/
Student Development Services can be reached at:  http://www.sdc.uwo.ca/
Students who are in emotional/mental distress should refer to Mental Health@Western http://www.health.uwo.ca/mental_health/ for a complete list of options about how to obtain help.
Other Issues

Grade Policy
The DAN Program has a grade policy which states that for courses in the 4000 range, the class average must fall between 72% and 77% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for appeal.

Grade Fairness
Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried.

Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components.

There is no extra work or assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

Short Absences.
If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

Extended Absences.
If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

Academic Concerns.
If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

Important Dates: Check the academic calendar for important dates. You are responsible for knowing key dates such as add/drop, start of class, end of class, etc.

Other Information
- Bring student identification to exams.
- Nothing is to be on/at one’s desk during an exam except a pencil, an eraser, and the individual’s student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: http://www.uwo.ca/univsec/academic_policies/index.html
E-mail Policies
The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only “Please see Email Policies on the course outline”.

UWO.CA Email Addresses Only
For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

Subject Line Must Include Course and Section Number
The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The professor teaches different courses and sections and cannot properly respond to questions if she/he does not know which course or section you are enrolled in.

Acceptable Emails
• questions about the course content or materials
• asking to set up an appointment to ask questions or review an exam
• notification of illness or other special circumstances
• providing constructive comments or feedback about the course

Unacceptable Emails
• questions that may be answered on OWL or on this course outline
• asking when grades will be posted
• asking what grade a student received
• asking where or when an exam is scheduled or the material covered on an exam
• requests for grade increases, extra assignments, or reweighting of course components
### FREQUENTLY ASKED QUESTIONS

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
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<tbody>
<tr>
<td>How can I succeed in this course?</td>
<td>Do all the assigned readings, attend class, focus on understanding the principles in a way that lets you apply them to new fact situations.</td>
</tr>
<tr>
<td>I missed the exam because my computer didn’t work, my internet connection was lost, I was preparing my Business 2257 project, I was out of town, I lost my phone, I forgot …</td>
<td>A missed exam will result in a mark of zero. You are responsible for calendaring the exams and having reliable internet access to write them. There are no “make up” assignments available.</td>
</tr>
<tr>
<td>I missed a quiz or exam because I was sick or there was a death in my family.</td>
<td>See the section of the course outline on ILLNESS AND SPECIAL CIRCUMSTANCES.</td>
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<td>I have a lot of mid-terms or projects at once. Can I write the make-up exam?</td>
<td>Make-up exams for conflicts are not available unless you meet the Exam Conflict or Multiple Exam Situation scenarios. See website for instructions.</td>
</tr>
<tr>
<td>When will the exam grades be posted?</td>
<td>Mid-term grades are posted on OWL and/or emailed when they become available. Final exam grades and final course grades are not posted on OWL.</td>
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<tr>
<td>Can I come and see my exam?</td>
<td>You can review your exam during office hours or at any other mutually convenient time.</td>
</tr>
<tr>
<td>Can I use a different textbook?</td>
<td>You can use a different textbook, but it is your responsibility to ensure that you are learning all of the assigned material. Be aware that different textbooks may be organized differently and may cover different material.</td>
</tr>
<tr>
<td>There is so much material. How can I possibly remember everything?</td>
<td>You do not need to remember everything in the book. You need to understand the fundamental principles and how to apply them.</td>
</tr>
<tr>
<td>This mark is going to prevent me from getting accepted at Ivey/graduate school/NASA.</td>
<td>Grades are given based on actual performance, as set out on the course outline. In order to be fair to all the students in the course, grade adjustments, extra assignments, and the reweighting of course components are not available.</td>
</tr>
<tr>
<td>I need a certain mark to get or maintain a scholarship or my AEO status at Ivey.</td>
<td></td>
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<tr>
<td>I tried really hard but I still got a poor mark.</td>
<td></td>
</tr>
<tr>
<td>This is the lowest mark I have ever received.</td>
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