



Western

DAN Department of Management
& Organizational Studies

**Faculty of
Social Science**

Fall/Winter 2024/25 Course Syllabus

MOS 4410 B Section – 006 **Strategic Management** In-Person

Instructor: Melissa Jean
Office: SSC 4418
Office Hours: By Appointment
Phone: 661-2111 x28070
Email: mjean@uwo.ca

1. Course Information

1.1 Class Location and Time:

See OWL Brightspace for classroom details.

1.2 Course Description:

Identification and analysis of problems and strengths in the organizational environment, using models from the social sciences. Strategies designed to deal with organizational challenges will be explored.

Prerequisite(s): Enrolment in 4th year of BMOS.

Extra Information: 3 lecture hours.

1.3 Accessibility:

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. Contact Academic Support & Engagement at <http://academicsupport.uwo.ca/> for information about Western's Accessible Education.

More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

1.4 Land Acknowledgement:

We acknowledge that Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron peoples, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (e.g. First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research and

community service.

<https://indigenous.uwo.ca/initiatives/docs/indigenous-land-acknowledgment.pdf>

1.5 Senate Regulations

Senate Regulations state, “unless you have either the requisites for this course or written special permission from your Dean to enroll 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.”

This regulation is in regard to the PREREQUISITE COURSES required.

2. Course Materials

There is no required textbook for the course. The readings, videos, and cases for each session will be posted to OWL.

It is vital that you put in the time required to complete the readings and watch the videos before each session. This work will prepare you to contribute more meaningfully to class discussions and help you develop a more thorough and integrated understanding of the material.

Optional: Strategic Decisions: The 30 Most Useful Models

If you are interested, this is a small paperback (which is also available as an eBook) that summarizes almost all of the tools and models we will be using in the course. The book also makes for a nice reference for your future career.

Here is the link to purchase the book through the Western Bookstore if you wish:

https://bookstore.uwo.ca/textbook-search?campus=UWO&term=W2024B&courses%5B0%5D=006_UW/MOS4410B

Information about OWL Brightspace

All course material will be posted to OWL BRIGHTSPACE: <https://westernu.brightspace.com/>. Students are responsible for checking the course OWL site regularly for news and updates. This is the primary method by which information will be disseminated to all students in the class.

If students need assistance with the course OWL site, they can seek support on the OWL Brightspace Help page. Alternatively, they can contact the Western Technology Services Helpdesk. They can be contacted by phone at 519-661-3800 or ext. 83800.

3. Course Objectives and Format

3.1 Course objectives

The primary purpose of this course is to learn what strategy is and how organizations use strategy to develop competitive advantage. In this course students will learn how to apply a number of strategic analysis models and other analytical techniques to develop strategic recommendations and tactics in order to achieve/maintain competitive advantage.

3.2 Course format

This course integrates prior knowledge and skills with new models and techniques. Successful students will keep up with the week-to-week work. This is not a course where cramming or planning to catch up later works well.

In order to get the most out of the course, students should follow these steps each week:

1. **Complete the assigned readings and watch the assigned videos before the class they are discussed.** These materials have been curated to help you learn the content and to see examples of how the models and techniques can be applied.
2. **Prepare responses to the assigned questions on your own before class.** The course Learning Plan lists various prompts (“Do”) for each session that you should work through on your own before class. You will get the most out of the in-class experience if you “test” yourself by comparing the analysis/responses you came up with on your own to what is discussed in class. You will also be much better prepared to contribute meaningfully to class discussions.
3. **Attend class.** Class time will be spent going through the major concepts, taking up assigned questions, engaging in discussions, and enhancing your learning through other in-class activities. If you miss a class, you should check in with a classmate to see if they will share their notes with you. See the information in the “10. Attendance” section for additional information.
4. **Reflect on your understanding of the material.** Be honest with yourself. Do you understand the concepts and could you perform the analysis on your own at this point? If the answer is no you will need to do more work (review parts of the readings or videos, retry the assigned questions, discuss your approach with your peers, etc.).
5. **Visit me during office hours.** If you have put in the work and are still experiencing challenges understanding the material, take the time to make an appointment with me to discuss your challenges and ask your questions. I am here to help!

The course Learning Plan, including topics covered, preparatory work required, and assignment due dates is posted on OWL (see the **Overview – Start Here!** page). Following this plan is your responsibility. You can expect to spend approximately six to eight hours per week on this course.

4. Learning Outcomes

By the end of this course, students will be able to:

1. **Explain** key strategic management theories, models, and frameworks (e.g., SWOT, Driving Forces, Porter’s Five Forces, etc.).
2. **Apply** strategic models and frameworks to case studies in order to evaluate organizational performance, identify elements of and the type of strategy followed, and assess strategic opportunities and threats.
3. **Identify** what constitutes a sustainable competitive advantage for an organization.
4. **Formulate** strategic recommendations (including tactics) for organizations facing uncertainty, disruption, and/or other challenges.
5. **Demonstrate** effective teamwork and leadership skills by collaborating on a comprehensive strategic assessment project.
6. **Deliver** clear, concise, and comprehensive oral presentations of strategic analysis and recommendations.
7. **Reflect** on personal experience with the strategic assessment project and on learnings from another team’s project.

5. Evaluation

Students are required to complete all evaluation components to receive a passing grade in this course. Grades will not be adjusted on the basis of need. Extra credit assignments are not available, and assignments or exams cannot be rewritten to obtain a higher mark. Once you have completed an assessment, you are committed to the mark earned.

The DAN Department has a grade policy which states that for courses in the 3000-4000 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.

Course Grade Weighting

Class Contribution	20%
Midterm Exam	20%
Strategic Assessment Project	30% (14% Written Report, 11% Presentation, 5% Reflection)
Final Exam	30%

General information about missed coursework

Students must familiarize themselves with the *University Policy on Academic Consideration – Undergraduate Students in First Entry Programs* posted on the Academic Calendar:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf,

This policy does not apply to requests for Academic Consideration submitted for **attempted or completed work**, whether online or in person. The policy also does not apply to students experiencing longer-term impacts on their academic responsibilities. These students should consult [Accessible Education](#).

For procedures on how to submit Academic Consideration requests, please see the information posted on the Office of the Registrar's webpage:

https://registrar.uwo.ca/academics/academic_considerations/

All requests for Academic Consideration must be made within 48 hours after the assessment date or submission deadline.

All Academic Consideration requests must include supporting documentation; however, recognizing that formal documentation may not be available in some extenuating circumstances, the policy allows students to make one Academic Consideration request **without supporting documentation** in this course. However, the following assessments are excluded from this, and therefore **always** require formal supporting documentation:

- Examinations scheduled during official examination periods (Defined by policy).
- Midterm Exam (Designated by the instructor as the one assessment that always requires documentation when requesting Academic Consideration).

When a student *mistakenly* submits their one allowed Academic Consideration request **without supporting documentation** for the assessments listed above or those in the **Coursework with Assessment Flexibility** section below, the request cannot be recalled and reapplied. This privilege is forfeited.

Coursework with Assessment Flexibility

By policy, the instructor may deny Academic Consideration requests for Class Contribution as this component is designed with built-in flexibility.

Class Contribution

Class Contribution is the foundation of an effective learning experience. Active class involvement promotes preparation, increases student interest and engagement, improves critical and higher-level thinking skills, and supports the development of oral communication skills. Contribution is initiated through completing the assigned session preparatory work.

Class Contribution will be assessed for each class using a 10-point scale. This assessment will be based on a combination of attendance, punctuality, engagement in individual and team activities, completion of assignments and exercises (which may be collected or electronically submitted at the end of class), and contribution to discussions (asking questions, volunteering information, etc.). Each missed class receives a "0". Attendance is not considered participation.

This course has 10 sessions which are graded for Class Contribution. Class Contribution will not be graded on the first day of class or when the Midterm Exam is being written. The lowest Class Contribution mark out of the remaining 10 classes will be dropped from each student's grade calculation. You do not need to request Academic Consideration for the first missed class. Any Academic Consideration requests for the first missed class will be denied.

Exams

Midterm Exam: In-Class – Wednesday, February 12 from 9:30 am to 12:00 pm (room TBA)

Final Exam: Date TBD (scheduled in the April exam period by the Registrar's Office)

The Midterm Exam will be completed in-person during class hours and will require short answer/essay responses. The Final Exam will be four hours in length and will be a single business case analysis.

Dictionaries are NOT allowed into the examinations. Only non-programmable calculators will be allowed. Electronic devices of any kind (including pagers, cell phones, smart watches, and programmable calculators) are NOT permitted at exams. If students have cell phones or other electronic devices, these devices MUST be turned off and stored away from the student during the exam. Devices may not be kept on the exam desk or on students' person (in pockets) during the exam, even if turned off. Contravention of this policy will be treated as an academic offense, and will result in an automatic grade of 0 (zero) on the exam.

Students are responsible for material posted on OWL and covered in the class sessions. Exams will not be returned to students but may be reviewed by contacting your instructor.

Strategic Assessment Project

The purpose of this team project is to provide you with experience in navigating a collaborative work environment and the opportunity to apply the theories, models, and frameworks covered in the course to a real-world organization of your choosing.

The instructor will assign students to teams by Session 2.

Your team will choose an industry and a company within that industry to analyze. The company must be either publicly traded or one where you can access solid financial data. Key deadlines related to the project are as follows:

- Industry & Company Selection – Due Sunday, January 19 by 11:59 pm
 - Late penalty: 1% of course grade
- Synopsis & Team Planning Document – Due Thursday, January 23 by 11:59 pm
 - Late penalty: 1% of course grade
- Written Report – Due Thursday, March 20 by 11:59 pm
 - Late penalty: 3% of course grade for each 24-hour period late
- Video Presentation – Due Thursday, March 20 by 11:59 pm
 - Late penalty: 3% of course grade for each 24-hour period late
- Peer Evaluation – Due Thursday, March 27 by 11:59 pm
 - Late penalty: 3% of course grade
- Individual Reflection – Due Thursday, April 3 by 11:59 pm
 - Late penalty: 3% of course grade

Detailed information about requirements are posted on OWL.

Evaluation Scheme for Missed Assessments

There is no makeup Midterm Exam in this course. If a student misses the regularly scheduled Midterm Exam for any reason, and Academic Consideration is granted (which requires documentation and is submitted through the Student Absence Portal), then the Final Exam will be re-weighted to 55% of the course grade.

If a student misses the regularly scheduled Final Exam for any reason, and Academic Consideration is granted (which requires documentation and is submitted through the Student Absence Portal), then they will be allowed to write the Special Examination (the name given by the University to a makeup Final Exam). See the Academic Calendar for details (under [Special Examinations](#)), especially for those who miss multiple final exams within one examination period.

The date and time of the Final Makeup Exam will be set by the instructor, who will communicate the date to the student. If a student is unable to take the scheduled makeup examination, then the student is responsible for obtaining new Academic Consideration through the Student Absence Portal and will **have to wait until the next time this class is taught to write the missed exam.**

Essential Learning Requirements

Even when Academic Considerations are granted for missed coursework, the following are deemed essential to earn a passing grade.

Class Contribution

It is expected that students will attend all classes. Students who miss more than 25% of the class sessions will not be permitted to write the final exam and will therefore fail the course.

Strategic Assessment Project

Students must obtain a minimum grade of 50% on the Strategic Assessment Project. The same project grade is assigned to all members of the group, but individual grades may be adjusted downward for not completing the reflection component, for late reflection component submission, for receiving a poor peer review, or for not submitting a peer review. If a student's final grade on the project is below 50%, the student will not pass the course.

6. Lecture and Examination Schedule

See Schedule on OWL.

7. 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. Therefore, if you miss a lecture, you should try to obtain this material from another student.

7.1 Respect

Please act respectfully towards the classroom, the instructor 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 instructor. 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 your instructor.

Late arrivals are also distracting. Please try to arrive on time for classes.

7.2 No Recording of Classes & Photographing Course Materials

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the instructor. Students are also not permitted to take photos of course materials on screens or boards.

7.3 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 the written consent of your instructor.

8. Exam Policies

Bring student identification to exams.

Nothing is to be on/at one's desk during an exam except writing implements, non-programmable calculator, the individual's student card and anything else pre-approved by the instructor.

Do not wear baseball caps to exams.

Do not bring or wear smart watches, music players, cell phones, beepers, or other electronic devices to exams.

9. Email Policies

The following policies apply to all emails between students and the instructor. Please respect the fact that your Instructor 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”.

9.1 UWO.CA Email Addresses Only

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

9.2 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 Instructor teaches different courses and sections and cannot properly respond to questions if they do not know which course or section you are enrolled in.

9.3 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

9.4 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

10. Attendance

Attendance at all classes is expected. If a student is unable to attend class, be aware that classes are not recorded and that the solutions to the assigned work and in-class activities are not posted online. It is the student’s responsibility to catch up with what was missed. Students are encouraged to obtain missed class information from a fellow student.

Please do not email the instructor asking what was missed or if anything important was missed.

The Learning Plan is clear on what is covered each class and relevant announcements are added to OWL to share important information. Students are welcome to visit me during Office Hours to review their homework from a previous or missed class if they demonstrate that they have attempted the work first.

The material covered in the assigned readings and during class can and will differ. The two sources should be approached as complementary – two parts of a whole – rather than redundant. Students are responsible for all material from the assigned readings/videos and all content from the in-class sessions.

10.1 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.

10.2 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.

11. 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.

You, the student, are responsible for the grades earned.

12. Posting of Grades

Grades for exams and assignments will be posted on OWL once they are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the Student Centre website.

13. University Policy Regarding Illness, Absence and Accommodation

13.1 Illness

Students will need to provide a Student Medical Certificate if the absence is medical or provide appropriate documentation if there are compassionate grounds for the absence in question. Students are encouraged to contact their Faculty Academic Counselling office to obtain more information about the relevant documentation.

For privacy reasons, students should also note that individual instructors should not receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences must be submitted to the Academic Counselling office of a student's Home Faculty.

For details on the Policy on Accommodation for Medical Illness, go to:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration.pdf

Students can download the Student Medical Certificate (SMC) here:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf

13.2 Accessible Education

Students with disabilities work with Accessible Education (formerly SSD) which provides recommendations for accommodation based on medical documentation or psychological and cognitive testing. The accommodation policy can be found here:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Accommodation_disabilities.pdf

Students needing access to Accessible Education should register here:

http://academicsupport.uwo.ca/accessible_education/index.html

13.3 Religious Accommodation

When conflicts with a religious holiday that requires an absence from the University or prohibits certain activities, students should request an accommodation for their absence in writing to the course instructor and/or the Academic Advising office of their Faculty of Registration. This notice should be made as early as possible but not later than two weeks prior to the writing or the examination (or one week prior to the writing of the test).

Please visit the Diversity Calendars posted on our university's EDID website for the recognized religious holidays: <https://www.edi.uwo.ca>.

14. University Policy on Cheating and Academic Misconduct

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

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.

Use of AI Tools

Within this course, students are permitted to use AI tools for information gathering, translation, grammar improvement, and preliminary research purposes. AI tools are intended to enhance the learning experience; however, it is essential that students critically evaluate the obtained information, exercise independent thinking, and develop their own ideas and perspectives. Submitted written and computational assignments should reflect the student's own thoughts and independent work. When used, any such AI or translation tool should be used ethically and responsibly, and students must cite or credit the tools used in line with the expectation to use AI as a tool to learn, not only to produce content.

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.

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.

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.

15. 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 of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, they 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 Office of the Ombudsperson.

16. Support Services

16.1 Support Services

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation at <http://www.registrar.uwo.ca>

Student Support Services (*including the services provided by the USC*) can be reached at: <http://westernusc.ca/services/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Western is committed to reducing incidents of gender-based and sexual violence (GBSV) and providing compassionate support to anyone who is going through or has gone through these traumatic events. If you are experiencing or have experienced GBSV (either recently or in the past), you will find information about support services for survivors, including emergency contacts at the following website: https://www.uwo.ca/health/student_support/survivor_support/gethelp.html To connect with a case manager or set up an appointment, please contact support@uwo.ca."

Students who are in emotional/mental distress should refer to Health and Wellness: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

16.2 Academic Concerns

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