



Winter 2026 Course Syllabus

MOS 4410B Section – 006&007 **Strategic Management** In-Person

Instructor: Yilin Liu
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1. Course Information:

1.1 Class Location and Time:

Section	Time	Location
Section 006	Wednesday 10:30am – 1:30pm	UC-3220
Section 007	Monday 10:30am – 1:30pm	SSC-3028

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.

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.”

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 (Ah-nish-in-a-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ahpay- wuk) and Chonnonton (Chun-ongk-ton) Nations, 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 (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.

2. Course Materials

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

Optional: If you're interested, there's a small paperback I quite like called Strategic Decisions: The 30 Most Useful Models from Cambridge Press (ISBN – 9781108731959). It's about \$35 and covers almost all the analyses & models we will be using. It also makes for a nice reference going forward in life – all the strategy models in one location. The bookstore is getting in a few copies. It's optional – you can get by with the videos & academic readings – but I recommend it.

Casebook – The course includes case analysis. Rather than do a custom coursebook, I have posted the individual cases for sessions 06-12 directly on to the Brightspace session page. Please use the cases posted as these are the current versions with the correct financial statements.

All course material will be posted to OWL: <https://westernu.brightspace.com/d2l/login>

Students are responsible for checking the course OWL site <https://westernu.brightspace.com/d2l/login> 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.

Technical Requirements

Hardware & Internet: a laptop or computer with working microphone and/or webcam; stable internet connection.

Software: Microsoft Office 365; Web Browser; PDF Reader

3. Course Objectives and Format

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

3.1 Course objectives

This is a capstone-level course requiring integration of all fields of business. Students will draw on their broadened awareness of various environmental influences to solve business problems. Using conceptual frameworks to analyze the strategic process, students will learn to map the environment surrounding the firm, analyze the competitive situation facing the firm, and understand the sources of competitive advantage that lie within the firm. We also discuss models of business, corporate, and international strategy and issues associated with implementing strategies such as leadership, controls, and corporate governance. This is an interactive class with a practical approach, which works best with students' preparation for group work and active participation in every class.

3.2 Course format

Lectures and in-class discussions.

3.3 Key Dates:

Classes begin: January 5, 2026

Spring Reading Week: February 14 - 22, 2026

Classes end: April 9, 2026

Exam period: April 12 - 30, 2026

4. Learning Outcomes

MOS 4410 is designed to be a challenging and exciting capstone course for students completing their BMOS degree. The course integrates much of what has been studied throughout the BMOS degree and applies it to the study of the firm as a whole. The approach taken is a combination of readings, case analyses, a group project, and day to day participation.

Upon successful completion of the course, MOS 4410 students will be able to:

- Analyze a business and identify strategic gaps and opportunities it faces
- Interpret a wide range of quantitative and qualitative information in order to formulate strong, clear implications for the organization
- Summarize and present their ideas, comments and insights to the class through day to day participation
A major aspect of the course involves a group report in which the students' role will be that of a consultant to a client. The students will:
 - Select an industry and an organization within that industry to research
 - Prepare a consulting report at a level suitable for presentation to the management of the company they have selected
 - Make recommendations based upon their findings

5. Evaluation

Individual Evaluation (60%)

- Midterm Examination (closed-book, during class time, two hours): 20%
- Final Examination (As per the registrar schedule, four hours): 30%
- Class contribution: 10%
 - *Based on the quality of engagement in case discussions, not just attendance.*

Group Evaluation (40%) *Note: Individual grades for group assignments may be adjusted based on peer evaluation*

- Group Case Presentation: 15%
 - *Submission:* Presentation slides are due by **11:55 PM the day before** the scheduled discussion
- Industry Analysis & Strategic Plan Group Report: 25%
 - *Due Date:* Friday, **March 27, 2026** by 6:00 PM (submitted via OWL).

Total: 100%

Examinations:

Midterm exam (20%):

The midterm is an **in-person, closed-book** exam (no books or notes are allowed). It will consist of both multiple-choice questions and short answer/essay questions, and covers all materials (lectures, readings, and cases) from Sessions 1 through 5. It is scheduled for 2 hours and will be conducted during class

time. Exams will not be returned to students but may be reviewed with the instructor by appointment within two weeks of grade release.

MAKEUP MIDTERM TEST: Midterm exam is one assessment that always requires documentation when requesting Academic Consideration. Students who miss the midterm test approval by Academic Counselling will have two options: 1) Students with approved documentation may write the makeup midterm on Wednesday, February 25, 2026 (tentative date), from 2:00 pm - 4:00 pm; 2) if they also miss the scheduled makeup midterm with legitimate reasons (with documentation approved by Academic consideration), the midterm grade will be reweighted toward the final exam, which will then account for 50% of the final grade.

Final exam (30%):

Final exam is **in-person, closed-book**. The exam will be a comprehensive single business case analysis requiring short answer/essay responses in format and will be 4 hours in length. Students are expected to apply concepts from the entire course.

Notes:

- To ensure fairness to all students, questions will not be answered during exams.
- **CALCULATORS: Only non-programmable calculators will be allowed into the exams.** If you are unsure, please ask your Instructor. **Electronic devices of any kind (including cell phones, smart watches and calculators) are NOT permitted at exams.**
- Students who fail to appear for an examination at the time set in the timetable will not be allowed to write the examination thus missed unless adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counselling office).
- If a student is unable to meet the scheduled make-up as agreed, then the student is responsible for obtaining new accommodations from Academic Counselling and seeking a new make-up date with the instructor within a reasonable time frame.
- Policy on Special Examinations:
 - 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 instructor to be excused.
 - Students involved with approved out-of-town university activities during the scheduled mid-term exam may apply to the course instructor for special proctoring privileges to write the mid-term exam.

Class contribution (10%):

Strategic Management is a discussion-based course. Students are expected to attend all classes, arrive prepared, and actively participate in case discussions. The instructor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student. If you are unable to attend, please send the instructor an email to say you won't be there (no explanation is needed, this is just a professional courtesy as you would do in industry).

Students who miss more than **1/3** of the class sessions will not be permitted to write the final exam. Using an undocumented absence will remove the class from the calculation for class contributions, but it will still count towards the 1/3 absent criteria. A documented absence sent by an academic counsellor will both remove the class from the class contribution evaluation and the class will not count towards the 1/3 absent criteria.

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

Group Project (40%):

Group projects will be a collective project. Students will form groups of **7-8 members** (totaling 7 groups). If you cannot form a group, the instructor will randomly assign you to one.

- **Peer Evaluation:** Individual grades for group assignments may be adjusted based on a mandatory peer evaluation submitted at the end of the term.

Group Case Analysis & Presentation (15%):

- **Schedule:** Beginning in **Session 6**, each week features a specific case discussion.
- **Requirement:** Each group will be assigned **one** of the syllabus cases (from Sessions 6-12) to present.
- **Deliverable:** The group will lead the initial 20 minutes of the class discussion, presenting a professional introduction and analysis of the case. Presentation slides must be submitted to OWL by **11:55 PM on the day before** the presentation.

Industry Note & Company Analysis (25%):

The grade for the industry and company report will be a group mark. The same project grade is assigned to all members of the group, but individual grades may be adjusted downward for not participating in the Q&A forums, a bad peer review or not submitting a peer review. Individuals must obtain a minimum grade of 50% on the Industry Note/Strategic Plan Group Project. **If a student's final grade on the project is below 50%, the student will not pass the course.**

The name of the industry and company to be examined is due by Friday January 23, 2026 by 6:00 p.m. Each group needs to email me the information to me for approval. Companies are approved on a **first-come, first-served basis**. Groups cannot analyze a company that has already been approved for another group. Each group need to submit two pages via the **Assignments Tab** on the OWL:

- **Page 1 (Synopsis):** Identify the industry and publicly traded company you wish to analyze. Outline key industry issues and company-specific challenges you have initially identified.
- **Page 2 (Group Charter):** A brief "Skill Inventory" of your team. Evaluate your group's strengths and potential concerns regarding group dynamics (e.g., financial analysis skills, time management styles). The goal is to establish expectations and harmony early in the process.

The final written report must be submitted via the **Assignments Tab** on the OWL by Friday, **March 27, 2026** by 6:00 PM.

(More detailed requirements for the group project are posted on the course website.)

Peer evaluation: Working collaboratively in groups is a very important part of the business world in general. The experience of doing this to complete the group project is as valuable as the project itself. It's important that all group members participate equally in this assignment.

Prior to midnight on Wednesday, April 8th, you need to upload the peer evaluation for the group members in the corresponding place in OWL. You must assign each group member (excluding yourself) a whole-number score out of 10, ensuring that no more than two members receive the same score to promote thoughtful differentiation. **Failure to submit a peer evaluation will result in a 10% reduction of your personal project grade.**

Additionally, your project grade will be adjusted based on the average score you receive from your peers: an average between 5/10 and 7/10 results in a 10% penalty; an average of 5/10 or lower results in a penalty of 20% or more; and a score of zero (indicating non-participation) will result in a grade of zero for the project, leading to a failure of the course. Ideally you will be able to provide documentation showing that there were efforts to include all group members in the completion of the project. If you are having potential issues relating to group participation, please notify me by email by Session 10.

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.

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. Exams will not be returned to students but may be reviewed by contacting your instructor.

5.1 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 Examination (Scheduled for February)
- Group Project Presentations (These are designated as critical assessments that cannot be missed without documentation)
- Final Examination

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.

5.2 Evaluation Scheme for Missed Assessments

Midterm Examination:

- **Makeup:** Students with approved Academic Consideration for the midterm will be permitted to write the Makeup Midterm on **Wednesday, February 25, 2026 (tentative date), from 2:00 pm - 4:00 pm**.
- **Reweighting:** If a student also misses the scheduled makeup exam with valid Academic Consideration, the weight of the midterm (20%) will be reallocated to the **Final Exam**.

Class Contribution:

- Using an undocumented absence will remove the class from the calculation for class contributions, but it will still count towards the 1/3 absent criteria.
- A documented absence sent by an academic counsellor will both remove the class from the class contribution evaluation and the class will not count towards the 1/3 absent criteria.

Group Project:

- **Late Submissions:** Extensions for group work are rarely granted and require documentation affecting the entire group or a critical mass of members.
- **Individual Absence:** If an individual misses the Group Presentation with Academic Consideration, they must also coordinate with their group members (get approval from them) and instructor to ensure the smooth of the group presentation.

Final Examination:

When a student misses the Final Exam and their Academic Consideration has been granted, 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 make-up examination will be determined by the department and the University Special Examination dates as outlined in the Academic Handbook:
https://www.uwo.ca/univsec/pdf/academic_policies/exam/definitions.pdf.

The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student.

If a student is unable to meet the scheduled make-up, then the student is responsible for obtaining new accommodation from Academic Counselling, and seeking a new make-up date with the instructor within a reasonable time frame.

Essential Learning Requirements

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

- **Group Project Hurdle:** Students must achieve a minimum individual grade of 50% on the Industry Note/Strategic Plan Group Project.
- **Attendance Hurdle:** Students who are absent for more than 1/3 of the scheduled class sessions (regardless of whether the absences are documented or undocumented) may be debarred from writing the Final Examination.

Coursework with Assessment Flexibility

By policy, instructors may deny Academic Consideration requests for the following assessments with built-in flexibility:

Flexible Completion

Deadline with a No-Late-Penalty Period

Assignments. Students are expected to submit each of the group assignments by the deadline listed. Should extenuating circumstances arise, students do not need to request Academic Consideration and they are permitted to submit their assignment up to 48 hours past the deadline without a late penalty. Should students submit their assessment beyond 48 hours past the deadline, a late penalty of 10% per day will be applied. Academic Consideration requests may be granted only for extenuating circumstances that started before the deadline and lasted longer than the No-Late-Penalty Period (48 hours).

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 70% 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.

6. Lecture and Examination Schedule

The following schedule details the expected plan for each of the class sessions. The course instructor reserves the right to adjust this schedule as necessary, depending on the progress and evolution of the course. Any changes will be communicated via OWL.

MODULE 1: STRATEGIC CONCEPTS & FRAMEWORKS

Session 1 (January 5 - 9): Overview of Strategic Management

1. Overview of Course
2. Lecture and Discussion: Vision | Mission | Business Model | Objectives | Begin Industry Analysis - Porter's Five Forces | Product Life Cycle

Session 2 (January 12 - 16): External Analysis

1. Macro-Environment: PESTEL Analysis (Political, Economic, Social, Technological, Environmental, Legal).
2. Industry Structure: Deep dive into Porter's Five Forces.
3. Strategic Groups: Mapping competitors and mobility barriers.

Session 3 (January 19 - 23): Internal Analysis

1. Internal Analysis: Resources, Capabilities, and Core Competencies.
2. Frameworks: The VRIO Framework (Value, Rarity, Imitability, Organization) and Value Chain Analysis.
3. Competitive Advantage: Sustainable vs. Temporary advantage.

Session 4 (January 26 - 30): Business-Level Strategy

1. Generic Strategies: Cost Leadership vs. Differentiation.
2. Focus Strategies: Niche markets and segmentation.
3. Stuck in the Middle: The risks of hybrid strategies.

Session 5 (February 2 - 6): Corporate Governance and Corporate Strategy

1. Corporate Strategy: Diversification (Related vs. Unrelated) and Vertical Integration.
2. Corporate Governance: The Agency Problem, Role of the Board of Directors, and Executive Compensation.
3. Exam Prep: Review of key concepts for the Midterm.

Midterm Exam (February 9 - 13)

- Date and time:
 - Section 006: February 11, 10:30 am – 12:30 pm
 - Section 007: February 9, 10:30 am – 12:30 pm
- Format: In-person, closed-book exam (no books or notes are allowed)
- Note: Covers material from Sessions 1-5.

SPRING READING WEEK (February 16 - 20) – No classes.

MODULE 2: STRATEGIC ACTIONS IN A COMPLEX ENVIRONMENT - CASE-BASED DISCUSSION

- Readings: Case study materials provided on OWL.

Session 6 (February 23 - 27): Competitive Dynamics

Session 7 (March 2 - 6): Vertical Integration & Growth

Session 8 (March 9 - 13): Diversification & Synergy

Session 9 (March 16 - 20): Global Strategy & Institutional Context

Session 10 (March 23 - 27): Strategy Implementation: Organizational Culture

Session 11 (March 30 – April 3): Strategic Leadership

Session 12 (April 6 – April 9): Ethics, Stakeholders & Sustainability

Final exam (As per the registrar timetable)

- Format: In-person, closed-book exam (no books or notes are allowed). The exam will consist of a comprehensive case analysis and/or short essay questions.
- Content: Cumulative. The exam will test your ability to apply concepts from both Module 1 and Module 2 to a real-world business scenario.
- Preparation: Students are expected to demonstrate critical thinking by integrating strategic frameworks (e.g., VRIO, Five Forces) with organizational and societal considerations (e.g., Culture, Leadership, Ethics).
- Duration: 4 hours.
- Note: Detailed instructions regarding the case material (e.g., whether it will be pre-released) will be provided on OWL towards the end of the semester.

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 or overheads. 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.

Student Code of Conduct <https://www.uwo.ca/univsec/pdf/board/code.pdf>

7.2 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 instructor.

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

IN-PERSON

- 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 or wear smart watches, music players, cell phones, beepers, or other electronic devices to exams

9. E-mail 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

IN-PERSON: It is expected that students will attend all classes. The instructor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

10.1 Short Absences.

If you miss a class due to minor illness or other problems, check your course outline 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

Midterm exam grades will be posted on OWL once the grades 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://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

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

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

13.2 Religious Accommodation

When conflicts with a religious holiday that requires an absence from the University or prohibits certain activities, students should request accommodation for their absence in writing to 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 of 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:

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

Within this course, students are permitted to use AI tools exclusively for information gathering and preliminary research purposes. These tools are intended to enhance the learning experience by providing access to diverse information sources. However, it is essential that students critically evaluate the obtained information, exercise independent thinking, and engage in original research to synthesize and develop their own ideas, arguments and perspectives. The use of AI tools can serve as a starting point for exploring a topic, with students expected to uphold academic integrity by appropriately attributing all sources of information and avoiding plagiarism. Essays, written assignments and/or lab reports should reflect the student's own thoughts and independent written work. Students should also generate their own figures (e.g., graphs, diagrams) rather than using AI generated ones. By adhering to these guidelines, students contribute to a responsible and effective learning environment that promotes critical thinking, independent inquiry and all them to produce original written contributions with integrity. The same principles also apply to the use of translation software to support the writing the essays and other written assessments. 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.

- A) 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 Western University and Turnitin.com (<http://www.turnitin.com>).
- B) Computer-marked multiple-choice tests and/or exams may be Course Outlines subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

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. 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 may include a zero grade on the assessment, 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 via the DAN Help Portal. <https://help.sci.uwo.ca/servicedesk/customer/portal/10>
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, they may then appeal to the Associate Dean, Undergraduate 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 listed here***) 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/get-help.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.