



Western

DAN Department of Management
& Organizational Studies

**Faculty of
Social Science**

Fall/Winter 2026/27 Course Syllabus

MOS 4410A Sections – 001/002/005/006

Strategic Management

Course Mode – In-Person

Instructor: Raymond Leduc

Office: Social Science Centre Room 4305

Office Hours: Tuesday and Thursday 12:30 p.m. to 2:00 p.m.

Other times by appointment

Phone: 661-2111 Ext 84930

Email: rleduc@uwo.ca

1. Course Information:

1.1 Class Location and Time:

001	Tuesday 2:30 p.m. to 5:30 p.m.	UC 3220
002	Thursday 2:30 p.m. to 5:30 p.m.	SSC 3014
005	Tuesday 9:30 a.m. to 12:30 p.m.	SSC 3014
006	Thursday 9:30 a.m. to 12:30 p.m.	SSC 3006

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.

Antirequisite(s): None

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 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. This is a new version of the casebook so it's important that your order the correct version. Here are the instructions for ordering the casebook directly from McGraw:

You can purchase the online casebook through the bookstore as well and the cost is approximately \$14 CAD for the online version and \$33.65 for the printed version of the casebook. You will need to purchase the voucher with the following ISBN details:

Here are the links to purchase the casebook from the bookstore:

Section 001: https://bookstore.uwo.ca/textbook-search?campus=UWO&term=W2026A&courses%5B0%5D=001_UW/MOS4410A

Section 002: https://bookstore.uwo.ca/textbook-search?campus=UWO&term=W2026A&courses%5B0%5D=002_UW/MOS4410A

Section 005: https://bookstore.uwo.ca/textbook-search?campus=UWO&term=W2026A&courses%5B0%5D=005_UW/MOS4410A

Section 006: https://bookstore.uwo.ca/textbook-search?campus=UWO&term=W2026A&courses%5B0%5D=006_UW/MOS4410A

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

These are the cases in the new casebook:

1. Southwest Airlines: Can “LUV” Be a Competitive Advantage?
2. Pepsico’s Diversification Strategy in 2008
3. Pepsico’s Diversification Strategy in 2023
4. Costco Wholesale in 2023: Mission, Business Model, and Strategy

All other course material will be posted to BRIGHTSPACE: <https://westernu.Brightspace.com/>
Students are responsible for checking the course Brightspace 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 Brightspace 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

The midterm exam will be done online so it’s important that you have a computer with a video camera and stable internet connection. Course readings, announcements and other course related information will be posted on the online Brightspace site so a computer and ongoing access to a stable internet connection is required.

3. Course Objectives and Format

The DAN Department of Management & Organizational Studies advances research and teaching that integrates the breadth of the social sciences with the depth of a disciplinary specialization to develop curious and strategic thinkers.

3.1 Course objectives

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.

3.2 Course objectives

As the capstone course in our program, MOS 4410 will give students an organizational overview that will allow them to see how different parts of the business work together to create and build value.

3.3 Course format

The classes will be in person and held weekly in the locations listed above.

Some Key Dates:

Winter Reading Week: October 12 – 16, 2026

Midterm Exam – Saturday October 24, 2026 – 9:00 a.m. to 11:00 a.m.

Written Group Report and Individual Peer Evaluations

- Due Friday November 27, 2026 by 6:00 p.m.

Group Video Presentation

- Due Monday December 7, 2026 by 6:00 p.m.

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 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

5. Evaluation

Note that there is no final exam in the course but there is a midterm exam.

The use of AI and translation tools in written work beyond a dictionary is not permitted unless permission is granted by the instructor for specific circumstances. Any work submitted must be the work of the student in its entirety unless otherwise disclosed. 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.

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, exams, 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. The same principles also apply to the use of translation software to support the writing the essays and other written assessments.

This means that on the midterm exam you are not allowed to submit work that was generated using any type of AI software such as ChatGPT or other similar programs. There is a major difference between doing a Google search to confirm a piece of information and having an AI program generate some or all of your exam answers.

For your group project, you have to cite all of your sources and if you are submitting work that was not created by you and not appropriately cited, it will be flagged and treated as an academic offence.

Midterm Exam – Saturday October 24, 2026 – 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 Brightspace. More exam details will be posted in the Brightspace 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/onlineproctorguidelines.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 Brightspace) 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 November 27, 2026 at 6:00 p.m.** using the Brightspace 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 November 27, 2026 at 6:00 p.m.**

Each individual student will submit a confidential peer evaluation summary by **Friday November 27, 2026 at 6:00 p.m.** using the Brightspace Assignment link.

Each group will submit a maximum 15 minute video presentation of their report by **Monday December 7, 2026 at 6:00 p.m.** using the Brightspace Assignment link.

Detailed information about the report, presentation, and peer evaluation requirements will be available on the Brightspace course site.

Participation = 20%**

More detailed information regarding the participation requirements and grading is on the following pages 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 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.

***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.

Note that the written report will be put through the Turnitin software package which is used to help verify the source of content in the report.

It is important that I am able to open your video presentation so you have to save your presentation file as an MP4 file. If you choose to submit another format and I cannot open it, your video presentation will not be marked.

The name of the industry and company to be examined is due by **Friday September 25, 2026** at 6:00 p.m. Each group needs to send the information to me for approval.

Note: The peer evaluation is considered a mandatory part of the course requirement and it must be completed by Friday November 27, 2026 at 6:00 p.m. If the peer evaluation 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 individual project mark. A late penalty will also apply to the group if the project is not submitted by the deadline. The penalty is 5 marks/day. For example, if the original group mark was 80% and the project was submitted one day late, your adjusted mark would be 75%. Note that both the printed and electronic copies of the report have to be submitted by the deadline. If either of them is late, then the whole project is considered to be late and the late penalty will apply.

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.

Note: Although the peer evaluations are due by Friday November 27, 2026, if there are indications that individuals do not contribute to the video presentation as agreed upon by the group, then group members will be able to amend their initial peer evaluation.

- 5.1** 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 Brightspace course site by the deadline of Friday November 27, 2026 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 November 27, 2026 at 6:00 p.m. The individual peer evaluations must also be submitted through the Assignments link on the Brightspace course site by the deadline of Friday November 27, 2026 at 6:00 p.m. The 15 minute project presentation video must be submitted through the Assignments link on the Brightspace course site by the deadline of Monday December 7, 2026 at 6:00 p.m.

Use of AI in the course

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. The same principles also apply to the use of translation software to support the writing the essays and other written assessments.

****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
- contributing relevant quantitative and qualitative analysis
- 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 brought up in class. 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. Good participation will include both a quantitative and qualitative analysis.

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.

Note that I teach 4 sections of the course so if you can't attend your regular class in a particular week you can go to one of my other sections and I will record your participation.

Note: There are no participation marks for just attending class. Attendance is not considered participation.

Also, being late for class will affect your participation grade.

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.

5.2 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:

- **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.

5.3 Evaluation Scheme for Missed Assessments

If you are not able to write the midterm exam when it is scheduled and you have submitted the appropriate documentation to the academic counsellors within 48 hours of the midterm exam and if approved by the academic counsellors to explain why you missed the midterm exam, I can arrange for a makeup exam to be written.

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 accommodations from Academic Counselling, and seeking a new make-up date with the instructor within 48 hours of the scheduled midterm exam. If a student misses the makeup exam date then he/she will have the opportunity to write the makeup exam when my next term's midterm exams are scheduled **providing the approval from the Academic Counselling office has been obtained.**

Essential Learning Requirements

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

There are three evaluation components in the course. They are:

Midterm Exam – 35%

Group Project – 45%

Participation – 20%

Cumulatively they add up to 100% and an overall grade of 50% between the three components is required as a passing grade in the course.

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

See Schedule on BRIGHTSPACE

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 readings. 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 arrive on time for classes.

Note that being late for class will affect your participation grade.

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

ONLINE:

- Have student identification ready.
- Nothing is to be on/at one's desk during an exam, except your computer and any approved materials.
- No unauthorized browsers or programs may be open while an exam is in progress.
- Students may be required to use ProctorTrack or other proctoring software.
- To ensure fairness to all students, questions will not be answered during 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 BRIGHTSPACE 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

The course is delivered in person and 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.

As noted above in the Evaluation section, there are no participation marks for just attending class.

If you have to miss your regularly scheduled class you can attend one of my other classes and I will record your participation during that class as well.

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.

If you miss a class, you can attend one of my other sections and I will track your participation in that class.

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 BRIGHTSPACE once the grades are available. Final exam grades and final course grades are not posted on BRIGHTSPACE 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](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.

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. 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 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 listed here***) can be reached at: <http://westernusc.ca/services/>

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