

Fall 2026 Course Syllabus

MOS 4410A - Sections 008, 009, 010 Strategic Management

In-Person

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1. Course Information:

1.1 Class Location and Time:

- Section 008: Monday 9:30 am – 12:30 pm, SSC-3010
- Section 009: Monday 1:30 pm – 4:30 pm, UC-2110
- Section 010: Tuesday 1:30 pm – 4:30 pm, SSC-3014

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), Lānaapēewak (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

2.1 Textbook

There is no required textbook for this course. Each week has a small number of assigned readings, videos and case materials. These are named in the weekly schedule at the end of this syllabus and posted on Brightspace. It is vital that you complete the assigned preparation before each class: much of what this course assesses is produced by you, in the room, during the session.

For assessed sessions, required readings or case materials, the core application questions, and any required template will normally be posted on Brightspace at least 48 hours before class. Short ungraded examples or exercises may also be introduced during class.

Optional: If you are interested, there is a small paperback I like called *Strategic Decisions: The 30 Most Useful Models* (Cambridge University Press, ISBN 9781108731959). It costs approximately \$35 and covers almost all of the analyses and models we will use, and it makes a useful reference afterwards. It is optional — the assigned readings and videos are sufficient — and second-hand or earlier editions are perfectly acceptable.

2.2 Cases and application materials

The course uses a mix of cases, mini-cases, simulations, games, quantitative exercises and other structured application materials. Where copyrighted cases are used, access will be provided through Brightspace or through the appropriate licensed channel. Case materials are provided through Brightspace at no cost to students. Students are responsible for using the version assigned for the course.

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.

2.3 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

Use of Electronic Devices. Laptops and tablets are permitted in class for course-related work: accessing posted materials, completing your team's analysis, and taking notes. Please silence phones and avoid non-course material during class, as it distracts students around you. Readiness quizzes are completed outside class on your own device. Electronic devices are not permitted at either examination except as set out under Exam Policies.

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

This is a capstone-level course requiring integration of knowledge across business disciplines. Students will use conceptual frameworks to analyze the environment surrounding the firm, the competitive situation facing the firm, the sources of competitive advantage within the firm, and the strategic choices available to managers. The course also examines corporate and international strategy, governance, stakeholders, leadership, implementation, ethics, and sustainability. The course has a practical, application-oriented design: students are expected to arrive prepared and to engage in structured individual and team-based analysis during class.

3.2 Course format

Classes combine short lectures, structured case analysis, small-group work, and instructor-led synthesis.

Depending on the topic, sessions may also use simulations, games, role-based exercises, quantitative workshops, polls, or other forms of strategic decision-making. Most sessions introduce or clarify a concept, apply it to a structured problem, compare team responses, and end with an explicit takeaway. The balance among these activities may vary from week to week.

Whatever the format, four things are constant and you can rely on them:

- The preparation required for each session is normally posted 48 hours in advance.
- Every assessed session has a small number of specified questions, published beforehand, which structure the class.
- In every assessed session, each team produces a written analysis during class and submits it at the end of the session.
- Each regular teaching session ends with a stated takeaway connecting the work to the week's framework.

You are expected to arrive having completed the posted preparation. Much of the value of this course is produced in the room, by you, working in teams.

3.3 Key Dates

Wednesday September 9, 2026 — classes begin

Thursday September 17, 2026 — last day to add the course (last day to drop without a WDN on the transcript)

Wednesday September 30, 2026 — National Day for Truth and Reconciliation (non-instructional day; no classes, quizzes or assignments due)

Reading week begins 6:00 pm Friday October 9 and ends 11:59 pm Sunday October 18, 2026

Monday October 12, 2026 — Thanksgiving Day

Monday November 30, 2026 — last day to withdraw from the course without academic penalty (WDN on transcript)

Wednesday December 9, 2026 — last day of classes

Thursday December 10, 2026 — study day

December 11 to December 22, 2026 — final examination period

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 combines readings, structured case and exercise work, individual written analysis, a group consulting project, and examinations.

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 quantitative and qualitative evidence — including financial statements, segment data, industry information and case material — and draw clear, defensible implications for the organization.
- Apply strategic frameworks to a defined decision and recommend a course of action, stating explicitly the options rejected and the risks accepted.
- Identify the stakeholders affected by a strategic decision and assess whose claims carry weight, and why.
- Work effectively in a small consulting team to produce analysis at a standard suitable for presentation to a client's management.

5. Evaluation

Preparation and In-Class Analysis (team; produced in class) = 15%

Individual Decision Memos (2 × 5%; individual) = 10%

Group Consulting Project (team; peer-adjusted) = 25%

Midterm Examination (individual) = 20%

Final Examination (individual) = 30%

Total = 100%

Individual work accounts for 60% of the course grade.

Students are expected to complete all required course components, subject to the built-in flexibility and approved Academic Consideration procedures described in this syllabus. Extra assignments to improve grades will not be allowed.

5.1 Preparation and In-Class Analysis (15%)

Nine sessions in this course are assessed sessions. They are identified in the schedule (Sessions 2–5 and 7–11). Each is worth three points:

- 1 point — readiness quiz. A short quiz on that week's preparation, completed on Brightspace. It normally opens 48 hours before class and closes two hours before class begins. It is open-book, one attempt, with a 20-minute limit. It can be completed from anywhere.
- 2 points — team analysis. Your team's completed analysis of that week's published questions, produced during the session and submitted at the end of it. Team members present that day write their names on the submission; those named receive the mark.

Your best seven sessions count, for a maximum of 21 points, which constitutes the 15%. The two lowest sessions are dropped automatically. See Attendance and In-Class Assessment below for what this means in practice.

The Lead Session

Once during the term, your team is the Lead Team for one session. Teams sign up for a session on a first-come basis once teams are finalised, by the end of Session 2. The rotation runs from Session 3 to Session 11. Where a section has more teams than available Lead Session slots, two teams share a session: each takes two of that session's four published questions and they report consecutively. The Lead Team has two responsibilities:

- Submit your team's answers to that session's published questions by 6:00 pm on the day before class. These are the same questions every team answers in class; the Lead Team simply answers them early. Nothing additional is required.
- Report first in that session's structured reporting round, with two additional minutes, and respond to two follow-up questions agreed with the instructor in advance.

The Lead Session is not a separately graded assignment. It carries no additional marks and no separate rubric. However, **your Lead Session always counts among your seven counted sessions and cannot be one of the two dropped**. A team that does not submit its Lead Team answers on time forfeits that session's points and cannot drop the session.

5.2 Individual Decision Memos (10%)

Two individual memos, each worth 5%, of no more than 600 words. Marking stops at 600 words. Each memo is written based on a supplied structure: (1) strategic issue or situation, (2) analysis using a named course framework, (3) recommendation and the main alternative(s) rejected, and (4) key risks and stakeholder implications.

- The memos are open-resource and individual but must demonstrate the student's own strategic reasoning. Students remain responsible for selecting and applying the relevant framework, interpreting the evidence, and defending the recommendation. Generative AI may be used only within the course AI policy below.
- Memo 1 is due Friday, October 23, 2026 at 6:00 pm. Memo 2 is due Friday, November 20, 2026 at 6:00 pm. Both are submitted through the Assignments tab on Brightspace.

5.3 Group Consulting Project (25%)

Students work in teams of five members (six where enrolment requires). If you have not formed a team by the end of Session 2, the instructor will assign you to one. Your team acts as consultants to a publicly traded company: you will research its industry, analyse its competitive position, and produce a strategic plan suitable for presentation to its management.

- Stage 1 — Proposal and Team Charter. Due Sunday, October 4, 2026 at 6:00 pm, through the Assignments tab. Two pages. Page 1 identifies the industry and publicly traded company you wish to analyse and outlines the key industry issues and company-specific challenges you have identified. Page 2 is a brief skill inventory of your team, evaluating your strengths and your likely difficulties with group dynamics, so that expectations are set early. Companies are approved on a first-come, first-served basis; no two teams may analyse the same company. This stage is required but not separately graded.
- Stage 2 — Final Report. Due Friday, November 27, 2026 at 6:00 pm, through the Assignments tab. Maximum 12 pages of text plus exhibits and appendices. Detailed requirements and the marking rubric are posted on the course website.

Pass hurdle. Individuals must obtain a minimum grade of 50% on the Group Consulting Project. If a student's final grade on this component is below 50%, the student will not pass the course.

Peer Evaluation and Contribution

Working collaboratively is an important part of the business world, and the experience of doing so is as valuable as the project itself. Individual project grades are adjusted by a contribution multiplier derived from peer assessment. Peer feedback is treated as evidence, together with project records and other relevant information, when the instructor determines whether an individual adjustment is warranted. The final peer evaluation is due by 11:59 pm on Wednesday, December 9, 2026.

- How it works. Each member distributes 100 points among their teammates, excluding themselves. Your share of the points allocated to your team determines your multiplier, which is capped between 0.85 and 1.05.
- Below the floor. Where the peer allocation would produce a multiplier below 0.85, no adjustment is applied automatically. The instructor will meet with the team first. Adjustments below 0.85, up to and including a grade of zero for sustained non-participation, are made by the instructor on the evidence, not by the peer scores alone.
- Formative check. Students should raise concerns about group participation as early as possible. Week 9 is the latest recommended point to bring ongoing contribution problems to the instructor before the final project is submitted.
- Failure to submit. If you do not submit your final peer evaluation by the posted deadline, your own multiplier is capped at 1.00.

5.4 Examinations (50%)

- Midterm Examination (20%):
The midterm is an in-person, application-oriented examination written during the scheduled class period in Week 6. It is expected to be approximately two hours in length and may include a combination of multiple-choice, short-answer, and case/application questions. It covers material from Weeks 1 to 5.
- Final Examination (30%):
The final examination is an in-person, cumulative, open-note, application-oriented examination scheduled by the Registrar. It is expected to be approximately three hours in length and may include case-based, short-answer, and/or essay-style questions. Any pre-released supporting material and instructions about permitted printed materials, will be provided on Brightspace in advance. Examination questions will not be released in advance.
Note on the open-note format: preparing an analysis in advance is the skill this course teaches. Your prepared notes will not map onto the questions, which are released only in the examination room.

Examination notes

- To ensure fairness to all students, questions will not be answered during exams.
- **CALCULATORS AND DICTIONARIES:** A non-programmable calculator is permitted at both examinations. Dictionaries are not permitted unless specifically authorized as an accommodation. No other electronic device - including cell phones, smart watches, tablets, laptops, or programmable calculators - may be used during an examination.
- Policy on Special Examinations:
 - o 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.
 - o 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.

5.5 Attendance and In-Class Assessment

Attendance is not graded in this course. You are not required to tell me why you missed a class. However, part of your grade comes from work that is *produced and submitted during class*. The team-analysis portion of the Preparation and In-Class Analysis component (2 of each session's 3 points) assesses the analysis your team completes in the session itself. It

cannot be completed remotely or submitted afterwards, because its value comes from the discussion it is part of. The quiz portion (1 point) can always be completed from anywhere and is never affected by absence.

The consequence is straightforward, and you should plan around it:

- You are not penalised for being absent.
- You are also not credited for work you were not present to produce.
- Nine sessions are assessed and your best seven count. Missing up to two assessed sessions therefore has no effect at all on your grade. This is deliberate: the two dropped sessions exist to absorb illness, interviews, travel and ordinary bad weeks without anyone needing to ask permission.
- Beyond two, further missed sessions will reduce this component and therefore your final grade. It is the ordinary consequence of not completing assessed work, in the same way that not submitting a memo would be.
- Session 12 is optional and is not assessed. Missing it has no effect on your grade of any kind.
- Your Lead Session always counts among your seven and cannot be dropped. If you have Academic Consideration for that week, contact me and speak with your team; you will be asked to submit the required answers for a later session and to respond after that session's Lead Team.

Academic Consideration is handled separately and is not affected by the above. If circumstances cause you to miss more than two assessed sessions, request Academic Consideration through the Student Absence Portal in the normal way. Where consideration is granted, the affected sessions are removed from the calculation and this component is computed as a proportion of the sessions available to you rather than out of seven. The two dropped sessions are not your accommodation and are not consumed by it. Do not send documentation to me directly.

If you are absent, you remain responsible for the material. All preparation, questions, templates and slides are posted on Brightspace. As a professional courtesy — not a requirement, and no explanation is needed — an email to say you will not be there is appreciated, as it is in industry.

6. Policy on the Use of Generative AI

The University's default position is that 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. In this course, the following permissions are granted.

- You may use generative AI tools in this course for background research, for checking your understanding of a concept, and for improving the clarity of your own writing.
- You may not use them to generate the substance of an assessed submission. The analysis, the recommendation and the argument must be yours. In practice this means an AI tool may help you understand what VRIO is, or tighten a sentence you wrote; it may not decide whether the capability is rare, or write your recommendation.
- Acknowledgement. Where you have used an AI tool in preparing any submitted work, include a short note at the end stating which tool and version you used and what you used it for. Unacknowledged use is a scholastic offence. You are responsible for everything you submit, including errors, fabricated sources and misattributed claims introduced by a tool.
- Readiness quizzes, assessed in-class work, and examinations are closed to AI tools of any kind. The same principles apply to translation software: it may be used to support your writing, and its use should be acknowledged in the same way. You should generate your own figures, graphs and diagrams rather than using AI-generated ones.
- The University's policy on plagiarism applies to any uncited or improperly cited use of work by other people, or submission of another person's work as your own.

Students are expected to complete all required course components, subject to the built-in flexibility and approved Academic Consideration procedures described in this syllabus. Extra assignments to raise a grade or replace work that was performed poorly will not be offered.

Students are responsible for material covered in class as well as assigned readings, cases, videos, and other posted course materials. Examinations will not be returned but may be reviewed by contacting the instructor.

7. 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, as defined by policy — that is, the Final Examination.
- The Midterm Examination, designated by the instructor as the one assessment in this course that always requires documentation. Where Academic Consideration is granted, another opportunity to demonstrate proficiency in the material assessed will be provided within the timeframe of the course.

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.

7.1 Evaluation Scheme for Missed Assessments

- Preparation and In-Class Analysis. Nine sessions are assessed and the best seven count; the two lowest are dropped automatically, so no request is needed for occasional absence. Where Academic Consideration is granted for more than two missed sessions, those sessions are removed from the calculation and the component is computed proportionally on the sessions available to you.
- Individual Decision Memos. See Coursework with Assessment Flexibility below. Where Academic Consideration is granted for a missed memo beyond the no-late-penalty period, the weight of that memo is transferred to the other memo.
- Midterm Examination. Students with approved Academic Consideration are entitled to one make-up opportunity, on a date set by the instructor and communicated to the student. At the instructor's discretion, the weight of the missed midterm may instead be transferred to the Final Examination rather than a make-up being held. **Students who miss the make-up assessment are not eligible for a further make-up opportunity and will receive a grade of zero on the midterm.** A student in that position should calculate whether a passing grade in the course is still achievable, and may consider withdrawing before the published drop deadline (Monday November 30, 2026). Where the drop deadline has passed and the missed make-up is supported by appropriate documentation, a request for withdrawal without academic penalty may be submitted through the Student Absence Portal; approval is not automatic and remains subject to Faculty review.
- Group Consulting Project. Extensions for group work are rarely granted and require documentation affecting the entire group or a critical mass of members.
- Final Examination: Where a student misses the Final Examination and Academic Consideration has been granted, they will write the Special Examination (the University's term for a make-up final). **Reweightings are not available for a missed final examination.** See the Academic Calendar under Special Examinations for details, especially for students who miss multiple final examinations within one examination period. The date and time will be determined by the department in line with the University Special Examination dates set out in the Academic Handbook (https://www.uwo.ca/univsec/pdf/academic_policies/exam/definitions.pdf). The make-up examination for a missed final will be held after the first Thursday in January following the beginning of classes. Students are entitled to one make-up opportunity; those who miss it are not eligible for a further one.

7.2 Essential Learning Requirements

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

- **Group Consulting Project hurdle.** Students must achieve a minimum individual grade of 50% on the Group Consulting Project. A student who does not meet this requirement will not pass the course. Where Academic Consideration is granted such that this requirement cannot be met within the term, the student may be given the opportunity to complete the requirement in the next offering of the course, receiving a grade of Incomplete (INC) in the meantime.

7.3 Coursework with Assessment Flexibility

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

- **Flexible Completion:**
Preparation and In-Class Analysis. Nine assessed sessions are offered and the best seven count. The first two missed/lowest sessions are handled through this built-in flexibility and do not require Academic Consideration. Additional approved missed sessions are handled as described in Section 5.5.
- **Deadline with a No-Late-Penalty Period**
Assignments. Individual Decision Memos and the Group Consulting Project report are expected by the posted deadline. Should extenuating circumstances arise, you do not need to request Academic Consideration and may submit up to 48 hours past the deadline without penalty. Beyond 48 hours, a late penalty of 10% per day applies. Academic Consideration requests may be granted only for extenuating circumstances that began before the deadline and lasted longer than the 48-hour no-late-penalty period. No submission of any kind will be accepted more than fourteen calendar days after the posted deadline, or after Friday December 4, 2026, whichever is earlier; after that point the weight of a missed memo is transferred to the other memo, and a missing project report receives a grade of zero.
- **Not eligible for flexibility.** The Lead Session cannot be made up on a different date, because it is tied to a specific class. If you have Academic Consideration for your Lead Session week, contact the instructor to discuss the solution.

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.

8. 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.

Assessed sessions are marked ★. There are nine of them. Each is worth three points — the readiness quiz plus your team's in-class analysis — and your best seven count. Required preparation and application questions for every assessed session are normally posted on Brightspace 48 hours in advance.

Session 1 (September 14 – 18): Overview of Strategic Management

Course overview; what strategy is and is not; vision, mission, business model, objectives, and the logic of strategic choice. Team formation and Lead Session sign-up. Practice quiz (ungraded).

★ Session 2 (September 21 – 25): External Environment

PESTEL; Porter's Five Forces; industry structure, profit pools, and the external conditions that shape strategic choice.

★ Session 3 (September 28 – October 2): Competitive Dynamics

Strategic groups, mobility barriers, action–response, first-mover advantage, and competitive interaction. Activity format may include a structured competitive dynamics exercise or game. Lead Team rotation begins.

NOTE — Group Consulting Project, Stage 1

The Proposal and Team Charter is due Sunday, October 4, 2026 at 6:00 pm through the Assignments tab.

★ Session 4 (October 5 – 9): Inside the Firm

Resources, capabilities, core competencies, VRIO, value chain analysis, and the sources of competitive advantage.

October 10 – 18: Thanksgiving and Fall Reading Week — no classes

★ Session 5 (October 19 – 23): Business-Level Strategy

Cost leadership, differentiation, focus, strategic trade-offs, and the risks of unclear competitive positioning. Midterm preparation and review integrated into the session as appropriate. **Individual Decision Memo 1 due Friday, October 23, 2026 at 6:00 pm.**

Session 6 (October 26 – 30): Midterm Examination

Timing: Written in Week 6; section-specific date and details will be posted on Brightspace.

Format: In-person, application-oriented examination. The exact mix and number of questions may vary within the format described in Section 5.4.

★ Session 7 (November 2 – 6): Corporate Strategy — The Scope of the Firm

What the firm should own and do itself, in both directions: vertical scope (make, buy or ally; transaction costs; asset specificity; the boundary of the firm) and horizontal scope (relatedness, synergy, parenting advantage, and the evidence for value creation).

★ Session 8 (November 9 – 13): Global Strategy and Institutional Context

Entry modes, country differences, institutional constraints, and international strategic choice.

★ Session 9 (November 16 – 20): Governance and Stakeholders

Agency, boards, executive incentives, stakeholder salience, and competing claims on the firm. **Individual Decision Memo 2 due Friday, November 20, 2026 at 6:00 pm.**

★ Session 10 (November 23 – 27): Strategy Implementation & Strategic Leadership

Structure, controls, incentives, organizational culture, executive leadership, and strategic change. **Group Consulting Project final report due Friday, November 27, 2026 at 6:00 pm through the Assignments tab.**

★ Session 11 (November 30 – December 4): Ethics, Sustainability and Integration

Ethics and sustainability in strategic decisions; ESG and its measurement problems; integration of the frameworks used across the course. This is the final assessed teaching session and is run in the same format as the final examination, so that it doubles as structured preparation for it.

Session 12 (December 7 – 8): Optional Exam Preparation and Consultation

Held in the usual class time. No new material, no readiness quiz and no in-class analysis; this session is not assessed and attendance is neither required nor recorded. The session is available for review of the course frameworks, questions about the final examination format, and consultation. Students who prefer to prepare independently are free to do so.

Peer evaluation due 11:59 pm Wednesday, December 9, 2026.

Final Examination (as per the registrar's timetable)

In-person and open-note; approximately three hours. Cumulative and individual.

Note: Detailed examination instructions will be posted on Brightspace before the examination period.

9. 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 class will not always be the same as material covered in the assigned readings. The two should be viewed as complementary rather than redundant. Students are responsible for material covered in class as well as the assigned readings. Slides, preparation questions and templates are posted on Brightspace; if you miss a class, review these and arrange to discuss the session with a classmate. Examinations will not be returned to students but may be reviewed by contacting your instructor.

9.1 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>

9.2 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.

9.3 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.

10. Exam Policies

IN-PERSON:

- Bring student identification to exams.
- At the closed-book examination, nothing is to be on/at one's desk during an exam except a pencil, an eraser, a non-programmable calculator, and the individual's student card.
- At the open-note examination, printed notes, printed readings and your own printed prepared analysis are also permitted, along with a non-programmable calculator.
- 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

11. 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".

11.1 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.).

11.2 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.

11.3 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
- raising a group participation concern
- providing constructive comments or feedback about the course

11.4 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

12. Attendance

IN-PERSON: It is expected that students will attend all classes. Slides, preparation questions and templates are posted on Brightspace, so a missed class can be reviewed; note, however, that part of your grade is produced in class and cannot be completed afterwards. See Attendance and In-Class Assessment above for how this works and what happens when classes are missed.

12.1 Short Absences.

If you miss a class due to minor illness or other problems, check this outline for what that means for your grade and make sure you are not missing a test or examination. Cover the posted preparation and review the materials on Brightspace. Recall that your two lowest assessed sessions are dropped automatically.

12.2 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.

13. 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.

14. 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.

15. University Policy Regarding Illness, Absence and Accommodation

15.1 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

15.2 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>.

16. 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.

The use of AI and translation tools in this course is governed by the Policy on the Use of Generative AI set out above. That section is the complete statement of what is and is not permitted, and it applies to all assessed work. When used, any AI or translation tool must 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.

17. Procedures For Appealing Academic Evaluations

- In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
- 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>
- 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.
- 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](#).

18. Support Services

18.1 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 Mental Health@Western: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

18.2 **Academic Concerns.**

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