

MOS 4410B
Strategic Management
School of Leadership & Social Change

CONTACT

Instructor: Zdenek Necas, MSc, MBA
Office: TBD
Phone: TBD
E-mail: znecas@ivey.ca
Office Hours: Mondays 11.30 AM - 12.30 PM or by appointment

CLASS

Day: Monday
Time: 8.30 AM - 11.30 AM
Room: BR-185

COURSE DESCRIPTION

In today's business world marked by rapid technological progress and disruption, it is imperative for general managers to have a firm understanding of sources of past performance of their firms and factors which will have the greatest impact on their firms' future performance. On a broad level, these factors include a firm's internal capabilities, characteristics of the environment within which the firm operates, as well as the dynamic interaction between these internal and external factors.

The main objective of this course is for students to acquire the knowledge about dominant strategy theories, frameworks, and methodologies addressing these factors. This knowledge will enable students to analyze with increasing rigor numerous business cases examined in this course. These business cases have been carefully chosen to give students exposure to a diverse set of strategic issues faced by general managers. The case study approach will be complemented by readings, pre-class memos, in-class debates, in-class exercises, in-class videos, and a group project.

COURSE LEARNING OUTCOMES

Upon successful completion of this course, students will be able to:

1. Explain why a firm needs strategy.
2. Understand the relationship between strategy, value creation, and value capture.
3. Analyze external factors influencing a firm's strategy.
4. Analyze internal factors shaping a firm's strategy.
5. Formulate a comprehensive business strategy.
6. Formulate a high-level corporate strategy.
7. Outline a plan for executing a firm's strategy.

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honor course policies, attend classes regularly, complete all assigned work in good faith and on time, demonstrate comprehension of the course content, and meet all other course expectations of you as a student.

BRESCIA UNIVERSITY COLLEGE COMPETENCIES

Primary competencies developed in this course include:

1. Communication (Level 3)
2. Critical Thinking (Level 3)
3. Inquiry and Analysis (Level 4)
4. Problem Solving (Level 4)
5. Social Awareness and Engagement (Level 2)

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.

COURSE MATERIALS

Textbook: *Competing for Advantage* 3Ed. Hoskisson, R.E., Hitt, M.A., Ireland, R.D., and Harrison, J.S., 3/e (United States, South-Western/Cengage Learning, 2013).

Case Package: Case Packages for MOS 4410B will be made available before the first-class session. Purchase of this case package is mandatory. Please purchase it before the first class on January 8, 2015.

COURSE PREREQUISITES AND ANTIREQUISITES

Enrolment in Year Four of the BMOS or the Honors Specialization or Specialization in Foods and Nutrition.

COURSE STRUCTURE AND CONTENT

The course has four modules:

Module	Weeks	Learning	Application	Brescia Competency
What is Strategy	1 - 2	Acquire the ability to explain why a firm needs strategy. Deepen your understanding of the role of strategy in value creation and value capture.	Explain behavior of a firm through the strategy prism. Link strategy to sources of a firm's competitive advantage.	1, 2, 3, 4
Analysis of Strategic Factors	3 - 4	Acquire the knowledge of specific external and internal factors shaping firm level performance.	Develop your capacity to specifically link strategy to a firm's performance.	1, 2, 3, 4, 5
Strategy Formulation	5 - 10	Learn about fundamental elements of business strategy. Learn about differences between business and corporate strategies.	Formulate a comprehensive business strategy. Formulate a high-level corporate strategy.	1, 2, 3, 4, 5

Module	Weeks	Learning	Application	Brescia Competency
Strategy Implementation	11	Learn about factors influencing strategy implementation success.	Formulate a concrete strategy implementation plan.	1, 2, 3, 4, 5

Teaching Methodology and Expectations of Students

This course is designed to ensure maximum experiential learning. Readings may be expanded upon by way of videos, exercises, cases, and/or class discussions. The very nature of the case study approach demands a high level of attendance, preparation, and contribution in class. You are expected to be prepared and fully engaged in learning. It is absolutely imperative that you read the assigned chapter(s) from the assigned text book and thoroughly prepare each case. Your learning crucially hinges on your own pre-class preparation.

Class Schedule

A tentative schedule for this course will be posted on OWL. I may depart from this schedule as some topics take up more (or less) time than is scheduled. Following this schedule is your responsibility. You should check OWL regularly for posted materials, reading, and announcements. Although they do not appear on the schedule, there may be random written assignments given at various points throughout the semester. These assignments are incorporated into your contribution grade. You should anticipate spending a minimum of 3-5 hours per week preparing for classes, completing readings, cases and exercises, as well as studying for tests and preparing assignments.

EVALUATION

Component	Timing	Learning Outcomes	Brescia Competency	Weight
Class Contribution	Weekly	1-7	1,2,3,4,5	10%
Two Case / Exercise Memos	Week 4,8	1-5	1,2,3,4,5	15%
Two term tests (15% each)	Week 5,9	1-6	1,2,3,4,5	30%
Group Project	Written report and oral presentation: Week 12	1-7	1,2,3,4,5	15%
Final Exam	TBD	1-7	1,2,3,4,5	30%

Evaluation Policies

You must complete all evaluation components to pass the course. I will not re-weight course components unless you have received an academic accommodation. I will not adjust grades based on need. Your mark in the course will be the mark that you earn based on your comprehension of course content. Extra credit assignments are not available and evaluations cannot be rewritten to obtain a higher mark. Once you have completed an evaluation, you are committed to the mark earned.

Late assignments without an academic accommodation will receive a "0." All assignments are subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All assignments submitted for such checking will be

included as source documents in the reference database to detect plagiarism of assignments subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Evaluation Component Descriptions

See detailed assignment instructions and grading rubric for all evaluation components on OWL.

Class Contribution (10%)

Class contribution assesses your oral communication, critical thinking, complex problem solving, and inquiry and analysis skills. Class contribution may also be used to determine whether you have mastered the content of the course and to assess your professionalism, including preparation, civility, ethical perspective, and promptness.

While class participation or contribution is not primarily an assessment of attendance, if you are not in class, it is not possible to assess your contribution. Each class will count equally toward your contribution grade, with each missed class receiving a grade of "0". If you miss more than 25% of scheduled classes without an academic accommodation, you will receive a class contribution grade of "0" for the semester.

In general, you are expected to attend every class in this course. However, extenuating circumstances arise that make this difficult. Family medical issues, personal medical issues, family bereavement, participation in University sports teams are acceptable reasons for missing class, with appropriate documentation (i.e. an academic accommodation).

Case and Exercise Memos (15%)

For each case or exercise assigned, students will prepare a one to two-page memo answering the discussion questions provided on OWL. The memos will be submitted by 8 am Monday mornings to OWL. The memos will be evaluated based on whether the student thoroughly answered each of the assigned discussion questions. Each memo will contribute equally toward the grade. See Case Memo instructions on OWL for more details. See the weekly class plan on OWL for the memo due dates.

Two Term Tests (15% each)

Each test will consist of 40 multiple choice questions to test the students' awareness of key chapter concepts. Each test will be 50 minutes in duration and will be conducted in class.

Group Project (15%)

Groups of three to five students will be formed at the beginning of the course (the group size may change depending on the total enrollment of the class). The group will select a large multinational company to become the subject of their report and oral presentation. The grade for the group project will be a group mark. The name of the company to be examined is due by Friday February 9, 2017 by 6:00 p.m. Each group needs to send the information to the instructor for approval. It is first come first served in terms of the companies to be analyzed; that is, groups cannot analyze the same company another

group has selected. Instructions regarding the structure of the group project paper and details about the class presentation will be provided on OWL.

Final Exam (30%)

The final exam will consist of a case exam. The final exam will be three hours in duration. Please bring your UWO student card to the tests and exam.

Make-up tests and exams

Please note that students are responsible for providing an academic accommodation if they are unable to write a test or exam for any reason. Tests and exams must be written on the scheduled dates unless you have a legitimate excuse recognized by your academic advisor. Valid reasons include medical or compassionate reasons, and must be substantiated by proper documentation (e.g., a medical certificate). A student who misses a regularly scheduled exam for any other reason, or who is unable to justify a claim, will be assigned a zero for that exam. All necessary supporting documentation must be submitted in a timely fashion, prior to writing the make-up test or exam. During the semester, make up exams will be held approximately one week after the regularly scheduled test. (See the course plan at the end of this document for dates). Students unable to write a make-up test on the planned dates for legitimate reasons (as noted above), will have their grades re-weighted. Please note that while attending another class is an acceptable reason for missing a makeup test date, a student's work schedule is not an acceptable reason to miss a scheduled make-up test. Brescia has a common final exam make up day, usually scheduled in early January. Any student having received an accommodation will be expected to write the make-up exam on the Brescia exam day.

COURSE POLICIES

Attendance Policy

This course has a Student Focused Learning (SFL) attendance policy. Class attendance is the best predictor of academic performance, so by attending class, you are setting yourself up for success. Missing more than 25% (or 9 hours) of scheduled course hours without an academic accommodation will result in the following academic consequences: 1) receiving a "0" in the semester class contribution component, and, 2) completing the group project independently.

You are expected to attend class. You should check your UWO email and OWL site mail regularly for any notifications regarding your attendance. You should read the course outline and clarify any concerns that you might have regarding the class attendance policy with me. I suggest that you track your class attendance.

I will send you an email if you are at risk of exceeding the allowable level of absenteeism. If you are struggling with attendance, I encourage you to talk to me, to your academic advisor, to a spiritual advisor, or to a member of the student life staff. We may be able to help. If you believe that your situation warrants an academic accommodation, please consult with your academic advisor to determine if an accommodation would apply to your situation.

Student Use of Technology in Class

I welcome the use of laptops in the classroom if they are used for class related purposes, such as research, participation in class exercises. Using your computer or phone during class for personal activities such as reading or writing e-mail, surfing the web, or playing games is distracting for others, is not conducive to your own learning, and is disrespectful to the instructor. Please ensure your phones are turned off and placed inside a bag.

Recent research shows that grades decline when you use laptops in the classroom for non-educational tasks. Additionally, students find other students use of laptops in the classroom the number one source of interference with their ability to learn (Fried, 2008). So, if I find you using a laptop for non-class related activities, I will ask you to close the laptop for the remainder of the class or until a class exercise requires the use of the laptop.

Texting substantially reduces academic performance. Researchers asked half the students in an accounting class to text their professor three times, while the other half were requested to refrain from texting. Students were then tested at the end of the lecture on the contents of the lecture. The students who texted scored 16% points lower than those who did not text (Ellis, Daniels & Jauregui, 2010). As a result, if I find you texting I will ask you to put your phone away.

Fried, C. (2008). In-class laptop use and its effects on student learning. *Computers and Education* (50). 906-914.

Ellis, Y., Daniels, B.& Jauregui, A. (2010). The effect of multi-tasking on the grade performance of business students. *Research in Higher Education*. (8).1 – 10.

Email

Email is a useful tool for sharing news, setting up appointments, or for a simple assignment clarification, but for more complex questions, a face-to-face meeting is best. Please make an appointment to discuss any personal, academic, group work, or controversial issues in person, especially any concerns that you might have about your grades.

For privacy reasons, you must use your Western email account to contact me. Please include your name, course and section number in the subject line of your emails. I check email Monday through Friday during office hours; you can expect a response within 24 hours during the work week. I will not check email over weekends and holidays, so plan accordingly.

Appointments

Students are welcome to meet with me by arranging an appointment at a mutually convenient time. Be on time for your appointment, have an objective for the discussion and bring a copy of your paper or exam you wish to discuss.

Privacy

To respect privacy laws and the privacy of individual students, all grades will be distributed on OWL only. If you wish to discuss a grade, or review a test or paper, please make an appointment with the professor to do so in person. To respect your privacy, I will discuss your grades only with you. Please do not share or compare your grades. I cannot share information about another student's grades, so discussions comparing grades between students will not be entertained.

DROPPING A COURSE

To drop a course without academic penalty, you must drop the course by the following dates:

Winter Term Half Credit Course

March 7, 2018

For further details, check the online academic calendar in the registrar's website. To book an appointment with one of Brescia's Academic Advisors, call 519.432.8353, extension 28266. If you are registered at another college or main campus, please make an appointment to see your academic advisor at your home campus.

2017-18 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated. Documentation shall be submitted as soon as possible to the student's Academic Advisor indicating the period of illness and when the student should be able to resume academic responsibilities. Students must submit their documentation along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded from: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf. The student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full policy on requesting accommodation due to illness can be viewed at:
<http://westerncalendar.uwo.ca/2017/pg117.html>

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, <http://brescia.uwo.ca/academics/registrar-services/> or the list of official dates <http://westerncalendar.uwo.ca/2017/pg7.html>). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory (<http://westerncalendar.uwo.ca/2017/pg130.html>)

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

4. POLICY ON CHEATING & 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 offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences 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. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) 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.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

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 The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section on Student Academic Appeals under Academic Rights and Responsibilities in the Western Academic Calendar (<http://westerncalendar.uwo.ca/2017/pg112.html>).

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices (http://www.uwo.ca/univsec/pdf/academic_policies/exam/evaluation_undergrad.pdf and http://www.uwo.ca/univsec/pdf/academic_policies/exam/finalgrades.pdf).

6. PREREQUISITES

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the 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 prerequisite(s).

7. SUPPORT**Support Services**

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. The website for the Student Development Centre at Western is <http://www.sdc.uwo.ca/>.

Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can learn more about mental health and wellness at Brescia at <http://brescia.uwo.ca/life/mental-health-wellness/>. Students who are in emotional/mental distress should refer to Mental_Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.

Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at <http://brescia.uwo.ca/life/sexual-violence/>.

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Onta