



MANAGEMENT AND ORGANIZATIONAL STUDIES MOS4410A – STRATEGY FOR MOS

Contact Information

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Office Hours: Tuesdays 11:30am - 12:30pm or
By appointment

Class Information

Class Time: Tuesday 8:30am - 11:30am
Location: BR-185

OWL URL: <https://owl.uwo.ca/portal/site/72445d7c-342a-4c13-bb13-7b9974473c4f>

COURSE DESCRIPTION

The purpose of this course is to equip you to analyze a firm's strategy, solve problems and identify opportunities. The course will help you understand how you can create value in an organization and make decisions now to ensure the future success of a firm.

The course focuses on the formulation, implementation, execution, and evaluation of strategic missions, objectives, plans, policies and tactics.

Ensuring the continued success of the enterprise requires both analysis and action. The cases and concepts utilized in the course take the total enterprise as the unit of analysis and the general manager as the key actor.

The approach taken in the course involves a combination of readings, case analyses, a group project, and day-to-day participation.

COURSE LEARNING OBJECTIVES

By the end of this course you will be able to:

- Understand key components of strategy theories
- Analyze a firm's strategy using multiple frameworks to identify capabilities, strengths, and weaknesses
- Analyze a business and its industry, and identify challenges and opportunities the enterprise faces
- Assess the factors that impact strategy formulation, development and implementation in the international context
- Consider the choices and issues faced by an entity in an international market
- Prepare a written consulting report and an oral presentation at a level suitable for presentation to the management of the company you have selected

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 BUS4410A will be made available by the first class session. Purchase of this case package is mandatory. Please purchase it before the first class on September 15, 2015.

COURSE PREREQUISITES AND ANTIREQUISITES

Enrollment in 4th year MOS and completion of Business 2257. 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.”

EVALUATION

Component	Timing	Weight
Class Contribution	Week 1 - 13	15%
Two Case/Exercise Memos	Week 4, Week 7	10%
Two Tests (15% each)	Week 5, Week 9	30%
Group Project	Written report and oral presentation: Week 12	15%
Final Exam	TBD	30%

Students must complete all elements of evaluation in order to receive a passing grade in the course. There will be no reweighting of components within the course unless a student has received an academic accommodation. Your mark in the course will be the mark that you earn based on your demonstrated understanding of the course content. Extra credit assignments are not available and tests and exams cannot be rewritten to obtain a higher mark.

Late assignments will not be accepted unless a student has obtained an academic accommodation.

All required assignments 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>).

Evaluation Component Descriptions

Class Contribution

Contribution by each and every student is a cornerstone of any effective learning experience. Active class involvement augments the learning experience, increases assimilation of material and stimulates the level of class discussion. Students’ contribution to this course is initiated through thorough class preparation. Contribution is expected to be relevant to the current discussion and includes answering direct questions, volunteering answers, advancing the discussion to a new issue,

developing one side of an argument, clarifying difficult concepts and asking questions pertinent to the topic. Examples of contribution include asking a question that leads to an interesting discussion in the class, contributing from the student's own experience anecdotal information that contributes to the overall learning experience.

Please note, each class will count equally toward a student's contribution grade. Attendance at all classes in this course is expected. 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). Under University regulations, your instructor can determine at which point absenteeism has become excessive and approach the Dean who may prevent you from writing the final exam, thus preventing you from passing the course. At the discretion of the instructor, any student who misses more than 25% of scheduled classes will receive a class contribution grade of "0" for the course.

Case/Exercise Memos

For each case or exercise assigned, students will prepare a two to three page memo answering the discussion questions provided on 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.

Tests

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.

Final Exam

The exam will be scheduled during the mid year examination period. The instructor will advise the class of the structure of the exam and the material to focus on in order to prepare for the examination. Please bring your UWO student card to the tests and exam.

Make-up tests and exam

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. 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.

Group Project

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 October 16, 2015 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.

Although I will allow you to form your own groups, I reserve the right to change/modify groups. To prevent "free-riding," each group will name a group leader. Group leaders will be the group-instructor liaison and will also be responsible for calling to my attention any problems within the group, such as non-participation of members. The instructor reserves the right to deduct points (for the company analysis report) to students who did not or make little contribution to the group project based the feedback of the team members. It is important, if there is a problem, that you do not wait until the end to discuss it with me.

COURSE CONTENT AND CLASS SCHEDULE

Course activities include: Lectures, video cases, extensive use of written cases, and exercises.

A tentative schedule for this course will be available on OWL by September 1, 2015.

Following this schedule is the responsibility of each student.

Students should anticipate spending a minimum of 3 to 5 hours per week preparing for classes, completing readings, case and exercise memos, working on the group project as well as studying for tests.

The syllabus and schedule are subject to change. You will be notified of any changes in class and on OWL.

Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you.

CLASS ETIQUETTE

Student Use of Technology in Class

The learning experience in this class relies on your thorough preparation, contribution and attention. Therefore, phones and texting will not be tolerated. Please ensure your phones are turned OFF prior to entering the classroom and placed inside a bag. Texting in class may result in a "0" on class participation for that class.

Laptops may be used in the classroom as long as they are used for class related purposes.

Professionalism

The quality of your future career depends on the degree of professionalism that you exhibit. It is expected that students conduct themselves in a mature and professional manner in each class session. Professionalism includes attendance at every class session, constructive participation in course activities, timely completion of assignments, the manner in which you act, courtesy towards classmates, etc.

Improper use of technology, or other unprofessional behavior will result in lower class contribution grades.

Privacy

To respect privacy laws, all grades will be distributed on OWL only. If a student wishes to discuss a grade, or review a test or paper, s/he must make an appointment with the instructor to do so in person. Please do not share or compare your grades. The instructor cannot share information about another student's grades, so discussions about comparison of grades between students will not be entertained.

The course outline is adapted from Deane, B., MOS 4410 Course Outline Fall 2014; Leduc, R., MOS 4410 Course Outline Winter 2015; and Pettit, K., MOS 4410 Course Outline Fall 2014.

Class Plan Fall 2015 - Subject to Change

#	Date	Module	Topic	Bring to class	Due Dates**	Read	Case/ Workshop Specifics
1	Sept 15	Strategic Thinking	What is strategy?	Course Outline and Case		Case (The Gallery Project)	Tips on Case Analysis + The Gallery Project
2	Sept 22	Strategic Thinking	Strategic Management Fundamentals			CH 1 + sections from CH 2	In-class case
3	Sept 29	Analysis	External Environment	Case		CH 3 + case	Smartphone Industry case + in-class exercise
4	Oct 6	Analysis	Internal Environment	Case and Memo	Case Assignment	CH 4 + case	IMAX
5	Oct 13	Formulation	Business Level Strategy	Case	Test 1	CH 5 + case	Lego Group
6	Oct 20	Formulation	Competitive Rivalry	Case		CH 6 + case	Nintendo Wii
7	Oct 27	Formulation	Corporate Level Strategy	Case and Memo	Case Assignment	CH 8 + case	Louis Vuitton
8	Nov 3	Formulation	Acquisition and Restructuring Strategies	Case		CH 9 + case	Tata Motors' Acquisition of Daewoo
9	Nov 10	Formulation	International Strategy (Part 1)		Test 2	CH 10	In-class exercise
10	Nov 17	Formulation	International Strategy (Part 2)	Case		CH 10 + Notes (will be provided) + case	The Espresso Lane
11	Nov 24	Implementation	Corporate Governance + Strategic Entrepreneurship	Case		CH 11 + CH 12 (sections) + case	Netflix
12	Dec 1	Synthesis	Group Presentations	Group Project Report + PPT slides	Written Report + Oral Presentation	No Readings	
13	Dec 8	Summary	Exam Preparation+Case	Case		Case	TBD

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 on medical grounds 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. 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 under the Medical Documentation heading of the following website: <https://studentservices.uwo.ca/secure/index.cfm> . If it is not possible to have an SMC completed by the attending physician/nurse practitioner, 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. All documentation is to be submitted to an Academic Advisor.

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 statement of University policy regarding extensions of deadlines or makeup exams can be found at <http://www.westerncalendar.uwo.ca/2015/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, www.registrar.uwo.ca, for official dates). 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.

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.

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 Academic Rights and Responsibilities in the Western Academic Calendar.

6. PREREQUISITES AND ANTIREQUISITES

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 prerequisites.

Similarly, you will also be deleted from a class list if you have previously taken an antirequisite course unless this has the approval of the Dean. These decisions may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course because you have taken an antirequisite course.

7. 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 Western Registrar's website is at <http://www.registrar.uwo.ca/index.html> . The website for the Student Development Centre at Western is at <http://www.sdc.uwo.ca/> . 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.

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 Ontario.