



MGMT4000 - Strategic Management

Winter 2018

0.5 Credit weight

INSTRUCTOR INFORMATION

Instructor:	Dr. Paulo Palombo
Email	mgmt4000@uoguelph.ca
Office Location	MACS 104
Office Hours	Monday - 04:10pm - 05:10pm
Department/School	School of Hospitality, Food and Tourism Management

Lectures are on Monday and begin on January 8th
Lecture Classroom: War Memorial Hall, Room 103

Seminars begin on January 15th
Seminars Classroom: Please see WebAdvisor

Email instructions: Students must use the email above to communicate with their seminar leaders regarding assignments, assignments deadline, assignments requirements and additional instructions, seminar absences, etc. Please use this format in your subject line: 'Topic of the email – Seminar leader name'. Please do not forget to indicate your name in your message.

Questions about the course content, theoretical concepts and real business world applications should be addressed to the Instructor in person. Students can ask questions during the office hours and before the lectures. Hence, face-to-face interactions are strongly preferred. If students feel that is necessary to send an email to instructor, they must use the aforementioned email (mgmt4000@uoguelph.ca).

Please be sure to read the course requirement descriptions below to fully understand the format, timing, and value of each assignment.

COURSE DESCRIPTION

Strategic management is a synthesis of the principles of business management with emphasis upon the formation of business decisions and policies. The purpose of this course is to enable the student to draw on analytical tools and factual knowledge from other courses in analyzing comprehensive business problems and establishing viable plans and methods to implement the developed plans of action. (Pre-requisites: 1 of ECON*2560, ECON*3460 or ECON*3560; 1 of BUS*3320, FARE*3400 or MGMT*3320; and 1 of FARE*3310, FARE*4500, HTM*3120, or REAL*3890 / Co-requisites: None / Restrictions: BUS*4250, HTM*4200. Restricted to students in B.Comm. This is a Priority Access Course.)

COURSE PERSPECTIVE AND DESIGN

In this course, we take a consulting perspective. Students will form consulting teams, which will complete various learning activities and design, research and communicate the results of a Semester Project.

1. Lectures

This course includes lectures that explain the development, uses and key attributes of a series of strategic management concepts and tools. Students are expected to complete the weekly readings in advance of the lectures.

2. Seminars

Seminars are used for team activities and presenting your team's work. Students will work in teams to select, design, conduct the research and communicate the results. Each team will do this work from the perspective of a consulting team. Each team will be responsible for following University of Guelph's guidelines for research. Some of this work will occur during seminars, but a significant amount of the work must be completed outside class with your team. Students will work in teams of 8 students ideally (Maximum 10 teams per Seminar).

Section	Seminar Time	Seminar Leader
01	Friday 11:30AM - 01:20PM	
02	Wednesday 01:30PM - 03:20PM	
03	Thursday 01:30PM - 03:20PM	
04	Monday 11:30AM - 01:20PM	
05	Wednesday 11:30AM - 01:20PM	
06	Wednesday 02:30PM - 04:20PM	
07	Monday 02:30PM - 04:20PM	

Students must attend the seminar section in which they have been scheduled. The course instructor and/or seminar leaders cannot make informal neither formal switches. Informal switches will also result in incorrect grading. **If you want to formally switch sections please discuss it with your academic advisor.**

COURSE READINGS AND MATERIALS

Required Textbook: **Strategic Management and Business Policy: Globalization, Innovation and Sustainability**, Pearson 15/E Thomas L. Wheelen, J. David Hunger, Alan N. Hoffman, Charles E. Bamford.
ISBN-10: 0134522052 | ISBN-13: 9780134522050

Course ID: palombo56757

MGMT4000 COURSE LEARNING OUTCOMES

Students who successfully complete this course will be able to:

1. Understand how a variety of strategic management concepts and tools can be used in different situations and contexts (CRITICAL THINKING; GLOBAL UNDERSTANDING)
2. Plan, research and write a Semester Project that integrates business, ethical, social responsibility and sustainability criteria (CRITICAL & CREATIVE THINKING, LITERACY, GLOBAL UNDERSTANDING)
3. Develop and deliver strategic management communications that are professional and meet universal design principles (COMMUNICATING).
4. Work effectively in a team (PROFESSIONAL & ETHICAL BEHAVIOUR)

COURSE ASSESSMENT

ASSIGNMENT	VALUE TOTAL = 100%	SUBMISSION LOCATION
Quizzes	25% (individual)	Lecture - Classroom
Case Analysis	20% (team)	Seminar - Classroom
Exam	25% (individual)	Lecture - Classroom
Project Presentation	10% (team)	Seminar - Classroom
Semester Project	20% (team)	Dropbox

SCHEDULE

*** THE FOLLOWING IS A TENTATIVE COURSE SCHEDULE. PLEASE AMEND WITH ADDITIONS OR CORRECTIONS. PLEASE REMEMBER THAT IT IS YOUR RESPONSIBILITY TO READ THE ASSIGNED CHAPTERS BEFORE THE CLASS. CHAPTERS ARE FROM YOUR TEXTBOOK.**

LECTURE Topics and Assignment	Date	Readings
Introduction to the Course and the Class - Objectives and Organization of the Course	Jan 8	
Basic Concepts of Strategic Management and Corporate Governance	Jan 15	Chapters 1 and 2
Social Responsibility and Ethics in Strategic Management, and Environmental Scanning and Industry Analysis	Jan 22	Chapters 3 and 4
Quiz in class: Chapters 1, 2, 3 and 4 Students must bring a laptop to take the Quiz	Jan 29	
Organizational Analysis and Competitive Advantage, and Strategy Formulation: Business Strategy	Feb 5	Chapters 5 and 6
Strategy Formulation: Corporate Strategy, Functional Strategy and Strategic Choice	Feb 12	Chapters 7 and 8
Winter Break	Feb 19	
Quiz in class: Chapters 5, 6, 7 and 8 Students must bring a laptop to take the Quiz	Feb 26	
Strategy Implementation: Global Strategy	Mar 5	Chapter 9
Strategy Implementation: Organizing and Structure	Mar 12	Chapter 10
Exam (Chapters 1 to 10)	Mar 19	
Current Events Discussion	Mar 26	
Exam Feedback	Apr 2	
Submission of Semester Project – April 8th by 11:59pm		

SEMINAR Topics and Assignment	Date	Readings
No seminars	Week 1	
Group Work - Group formation and Semester Project Topic Submission	Seminar 1	Group Project Description File
Group Work - Work Plan, Information Sources and Expected Table of Contents for the Final Report	Seminar 2	
Case Analysis - Case will be posted on Courselink Group Work	Seminar 3	Case 1
Case Analysis - Case will be posted on Courselink Group Work	Seminar 4	Case 2
Group Work – Semester Project <i>The order of the presentations will be disclosed by each Seminar Leader</i>	Seminar 5	

Case Analysis - Case will be posted on Courselink	Seminar 6	Case 3
Group Work		
Case Analysis - Case will be posted on Courselink	Seminar 7	Case 4
Project Presentations	Seminar 8	
Project Presentations	Seminar 9	
Project Presentations	Seminar 10	
Project Presentations	Seminar 11	

COURSE POLICIES

1. Grading Policies

If you have any legitimate reason that may affect your ability to complete a graded activity or attend all the lectures and seminars this semester, you must email the seminar leader in the first 10 days of class.

This

Includes SAS and religious accommodations as well as attending *academic* activities for the College of Business and Economics;

but

excludes sports of all types, vacations, volunteer work, work and family commitments.

As per University policy, serious acute illness and other compassionate reasons etc., will be accommodated provided that appropriate documentation is provided.

A team/self/peer (“TSP”) evaluation may be used to adjust a student’s grade for the final presentation and final report. These adjustments are made at the instructor’s discretion using all data to which he has access.

a) Late Policy

Deadlines in this course are listed under course assessment.

- **Work that is 0-24 hours late gets a 50% penalty**
- **Work that is more than 24 hours late will not be graded**

The rationale for the penalty is that there is a cost to being late. If you file your taxes late, the cost is interest on the taxes owed. If you pick your kids up from daycare late, there is a cost to you paid to the daycare staff who worked overtime. If you apply for a scholarship and you are not on time, you lose the chance to compete. If your work is submitted late, the cost is grades. The rationale for the size of the penalty to avoid the game playing of schemes like “10% penalty per day – it will be worth it given we’d do better work” and to manage the expeditious grading of assignments.

b) Use of Turnitin.com

In this course, we will be using Turnitin to assist in detecting plagiarism, unauthorized collaboration or copying as part of the ongoing efforts to maintain academic integrity at the University of Guelph. All submitted assignments will be included as source documents in the Turnitin.com reference database solely for detecting

plagiarism of such papers. Use of the Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com site.

c) Technology Policy

Technology problems are a fact of modern life—therefore you should develop work habits that take possible problems into account. For example, always have a back-up of important work. Start your work early and save your work often. Except for a documented, university-wide catastrophic problem, technology-related issues will NOT be considered grounds for an extension to assignment deadlines or a reason to forgive a penalty for late or wrong format submissions. With the resources you have available from the University and for free, being able to create / submit work electronically should never be an issue. Academic consideration may be granted for illness or compassionate reasons only. There will be no academic consideration for technology-related issues.

d) Appealing a grade

All grade appeals (exam/assignments review) must be made in writing to Professor Palombo. Please see the relevant section of the undergraduate calendar and use elements from the course textbook and other course materials to base your rationale.

2. Team Work

Students will be able to select their own teams. Students will be part of one team for the whole course.

Work submitted by a team of students will be treated as one “whole” piece of work and not “a collection of parts.” What does this mean? When creating the document, the team should endeavor to work together to ensure the document is complete and speaks with “one voice.” *All members of the team get the team grade for the final document; there are not different grades for different parts. If there is plagiarism present in the document, all members of the team will be investigated for academic misconduct.*

The team is responsible for completing a significant portion of the work required for this course. In extreme cases of team dysfunction, members of the team should consult with their seminar leader as soon as possible to arrange an intervention. Team dysfunction usually involves the “social loafing” problem where a “free rider” does not contribute to the work, but can involve other personality clashes between team members as well. Only in an extreme case, which has been documented properly, will it be possible for the members of the team to receive different grades for a team deliverable. In such an event, the differential grades will be assigned by the professor at the end of the semester based on evidence such as seminar attendance, quiz grades, participation during lectures and seminars and any other hard evidence (such as “team/self/peer (“TSP”) evaluation” for example, emails etc.). Note that oral complaints not supported by evidence will not be considered.

ASSESSMENTS & ASSIGNMENT DETAILS

1. Quizzes

There are 2 quizzes (12.5% each) during the lectures. Quizzes comprise 40 multiple choice questions and only multiple choice questions. If you are registered with SAS and you need accommodations please make arrangements directly with them if you want special accommodations. Quizzes will be used to assess your understanding and selected applications of strategic management concepts and tools. Questions relating to strategic management will be drawn from readings and any lectures or seminars that have been completed by the date of the quiz. Quizzes will be taken through Courselink. Students should take the Quiz, answer all questions and submit it in the classroom using the University of Guelph’s Wi-Fi network. Failure to comply will result in a grade of ZERO.

For any student missing these assignments due to a legitimate reason (please see above what constitutes a legitimate reason), supported by appropriate documentation, they will have that missing test weight reassigned to the other test (i.e., the weight of the other Quiz will be 25%). It is not necessary to send an email about it. Please submit the documentation to your seminar leader in the following seminar after the Quiz. Otherwise, the student will receive a 0 (zero) for the missed Quiz.

2. Case Analysis

Seminar leaders will announce during the seminars what the requirements are for the Case Analysis. Each one is worth 5% of students' final grade. The Case Analysis will be group-based. All students in each team will receive the same grade, unless there are extremely extenuating circumstances (e.g., one member of the team is not making any contribution to the team's efforts) reported by the team to the Seminar Leader.

For any student missing the Case Analysis due to a legitimate reason, supported by appropriate documentation, please submit the documentation to your seminar leader to receive the same grade of your group. Otherwise, the student will receive a 0 (zero) for that specific Case Analysis.

3. Semester Project

Please refer to the Group Project Description File.

4. Project Presentation

Please refer to the Group Project Description File.

5. Exam

Exam will include short answer questions asking for factual knowledge about the readings and material covered during the semester. Questions will focus on your ability to integrate, synthesize, and critically interpret the material.

All course materials as indicated on the class schedule will be considered testable material (including cases, text, class notes, and other assigned material taught, shown or assigned prior to the date of the term test). Be sure to mark this date in your calendar. **Failure to write the Exam during scheduled time will result in a GRADE OF ZERO. Students who are not able to write the Exam are required to inform the Seminar Leader in the following seminar. There will not be make-up Exam. Students who fail to write it due to legitimate reason(s), such as medical illness supported by a doctor's note, will have that Exam weight reassigned to the average of the two Quizzes. Once again students who fail to write the Exam without a legitimate reason will be assigned a grade of zero. Please submit the documentation to your seminar leader in the following seminar after the Exam.**

COURSE POLICIES

Electronic devices—phones, tablets, laptops: you may bring and use your device in class. However, the professor and seminar leaders reserve the right to ask you to put away your laptop if they find it to be distracting to them, you or your peers.

Electronic devices such as laser pointers are strictly forbidden. Electronic recording—electronic recording *including posting clips and snapshots to Facebook, Snapchat, Twitter etc. and other social media of classes is expressly forbidden without written consent of the instructor.* When recordings are permitted (e.g., in the case of a SAS student), they are solely for the use of the authorized student and may not be reproduced, or transmitted to others, without the express written consent of the instructor.

a) Academic Misconduct

The University of Guelph is committed to upholding the highest standards of academic integrity, and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. University of Guelph students have the responsibility of abiding by the University's policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor. The Academic Misconduct Policy is detailed in the Undergraduate Calendar: www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml

b) Accessibility

The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community's shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Centre for Students with Disabilities as soon as possible. The documents that you create and your presentations to the class ALSO have to meet accessibility requirement. See also <https://www.uoguelph.ca/diversity-human-rights/accessibility> For more information, contact CSD at 519-824-4120 ext. 56208 or email csd@uoguelph.ca or see the website: www.csd.uoguelph.ca.

c) Drop courses

For regulations and procedures for Dropping Courses, see the Academic Calendar (<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/index.shtml>)

d) Academic Consideration – missed or late work

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for Academic Consideration. Please send the email with the subject line "academic consideration request for ... provide the reason" and be sure to attach appropriate documentation. Note that you may be asked to provide an original copy of that documentation. For more information, see www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml