



MGMT4000

Strategic Management (Fall 2015)

0.5 Credit weight

General Course Information

Instructor: Dr. Erna van Duren
Email mgmt4000@uoguelph.ca
Office Location MACS 302
Office Hours Wednesday 2:00 to 4:00 p.m. or by appointment
Unit School of Hospitality, Food and Tourism Management
Seminar coaches Please use mgmt4000@uoguelph.ca and your seminar time and seminar coach's name in the subject line for all emails.

Class Schedule:

Lectures Monday and Wednesday from 5:30- 6:20 p.m. War Memorial Hall;

Seminar – You must attend your scheduled seminar

<u>Seminar</u>	<u>Day</u>	<u>Time</u>	<u>Room</u>	<u>Seminar coach</u>
1	Thursday	2:30 pm to 4:20 pm	MACN 118	Sandy Shen
2	Thursday	8:30 am to 10:20 am	MACN 118	Elmira Aliakbari
3	Monday	11:30 am to 1:20 pm	MCKN 225	Rita Hansen Sterne
4	Monday	2:30 pm to 4:20 pm	MACN 118	Shuyue Huang
6	Monday	2:30 pm to 4:20 pm	MCKN 225	Rita Hansen Sterne
7	Monday	2:30 pm to 4:20 pm	JTP 212	Dr. Erna van Duren
8	Tuesday	8:30 am to 10:20 am	MACN 118	Mychal-Ann Hayhoe
9	Thursday	8:30 am to 10:20 am	MCKN 225	Robert Bright
10	Monday	11:30 am to 1:20 pm	JTP 212	Dr. Erna van Duren
11	Wednesday	11:30 am to 1:20 pm	JTP 212	Dr. Erna van Duren

Pre-requisites:

([ECON*2560](#) or [ECON*3560](#)), (1 of [AGEC*3320](#), [AGEC*3400](#), [BUS*3320](#), [FARE*3400](#)), (1 of [AGEC*3310](#), [FARE*3310](#), [HTM*3120](#))

Restriction(s): [BUS*4250](#), [HTM*4200](#), Restricted to students in B.Comm. Priority Access course.

Co-requisites: None

Course Overview

Management 4000 is the capstone course for Bachelor of Commerce core at the University of Guelph. The course requires students to integrate knowledge gained from their previous 3 years of study and apply it critically using the concepts and methods used in the field of strategic management. Strategic management concepts are applicable to all types of organizations. In this course we focus on the business enterprise and how strategic management enhances managers' ability to create value while considering principles relating to ethics, social responsibility and sustainability. Students in this course are expected to arrive at their own personal perspectives on the relevance, usefulness and appropriateness of these principles in the strategic management of a business. Literacy in all its forms is an important element of this course as are the opportunities to develop the professional communication skills required for the modern world. Several concepts examined in the course focus on global understanding. Professional and ethical behaviour is key to success in this course; specifically it requires taking individual responsibility and proficiency in teamwork and leadership. Organizational and time management skills are essential to success in this course, as is a high level of academic integrity.

Course Calendar 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 analysing comprehensive business problems and establishing viable plans and methods to implement the developed plans of action.

Course Learning Outcomes

Students who successfully complete this course will be able to:

1. Select appropriate strategic management concepts and tools and apply them correctly in different contexts
2. Research and communicate a strategic management assessment
 - a. In a written report
 - b. In an oral presentation
3. Assess if and how principles and practices related to ethics, social responsibility and sustainability are important to an organizational strategy for a “business of the future”

Course Topics

Essentials

- Introduction to Strategic Management
- Components of Organizational Strategy, Business Level Strategy
- External Assessment
- Internal Assessment
- Performance Assessment
- Strategic Options, Strategy & Change
- Organizational & external contexts for strategic management

Business of the Future Research Projects

- Research Project Briefing
- Ethics and Strategic Management
- Sustainability and Strategic Management
- Social Responsibility and Strategic Management
- Effective Presentations

Extensions

- Corporate Strategy
- Strategy and Public Policy
- Strategic Management: Essentials, Extensions and Contexts

Seminar Topics

Week of Sept 14-18: Getting Organized

Essentials a.k.a. “Strategy Boot camp”

- 1: Organizational Strategy, SWOT & Recommending Change
- 2: External & Internal Assessments & Developing Strategic Options
- 3: Organizational Strategy, Performance Assessment & Recommending Change

Business of the Future Research Projects

- 4: Group Work Plan
- 5: Content Planning
- 6: Gaps and Overlap Assessment
- 7-9: Individual Presentations

Course Assessment

<u>Weight</u>	<u>Name and Associated Learning Outcomes</u>	<u>Due Date/ location</u>
<u>1:</u> <u>11%</u>	Preparation and Participation in Orientation Seminar and “Strategy Boot Camp” Seminars 1 to 3	See seminar schedule for times of seminars. Work due for the seminar must be in the DropBox before your seminar begins. Work done during the seminar is due by 11:59 p.m. the day after your scheduled seminar.
<u>2:</u> <u>24%</u>	Midterm A. Group submissions (4%) B. Individual submissions (10%) C. In-class class portion (10%)	A. Due in the course DropBox for Part A of the midterm on Oct 14 th at 4:30 p.m. B. Due in the course DropBox for Part B of the midterm on October 14 th at 4:30 p.m. C. OCTOBER 14 th 5:30 to 6:20 P.M. IN ROZANSKI 104
<u>3:</u> <u>30%</u>	Research Project A. Individual Presentation (15%) B. Individual Critique of another student’s presentation (2%) C. Participation in Seminars 4 to 9 (3%) D. Final Report (10%) (note this is a group grade)	A. See research project schedule for the day of each student’s presentation. PowerPoint slides are due by 4:00 pm the day before in CourseLink DropBox B. See research project schedule C. See research project schedule D. Electronic copy due in the course Drop Box for the final group project on December 2 at 5:30 p.m. AND printed copy due in class at 5:30 p.m.
<u>4:</u> <u>35%</u>	Final Exam Case Release Exam	December 2 at 5:30 p.m. Rozanski Hall 104 As scheduled by the registrar’s office

Teaching and Learning Practices

Lectures Weekly Lectures that cover the main topics of the course occur during all weeks of the semester.

Seminars There are 10 seminars:

- During the first full week of class each student should attend their scheduled seminar for an orientation and group selection. **Students who do not attend this seminar will be placed in a group by the instructor.**
- You must attend your scheduled seminar. All seminars have a participation component

Course Resources

Required Texts:

Strategic Management for Leaders for a Sustainable World (MGMT4000) College of Business and Economics, University of Guelph (Hill, Jones, Schilling, van Duren)

- ✓ Available on 2 hour reserve in the McLaughlin Library

Seminar Workbooks

Seminar workbooks are available on CourseLink. It is the student's responsibility to have these available for the seminar.

Other Resources:

All materials, with the exception of the textbook, are in CourseLink for MGMT4000

Course Policies

Course Policy on Group Work:

Effective group work is essential to managing the workload in this course effectively. Effective group work requires full preparation and active participation in the group activities that occur during the seminars, and as such attendance will be monitored by your seminar coach. Each seminar has a participation component. More details on these requirements are included in the seminar workbooks.

Course Policy regarding use of electronic devices and recording of lectures

Electronic (audio or video) recording of classes is expressly forbidden without consent of the instructor. When recordings are permitted 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. This policy applies to all course related activities in the lectures and seminars.

University Policies

Academic Consideration:

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor via email. See the academic calendar for regulations and procedures for Academic Consideration: <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>

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 or not 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: <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08...>

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. For more information, contact CSD at 519-824-4120 ext. 56208 or email csd@uoguelph.ca or see the website: <http://www.csd.uoguelph.ca/csd/>

Course Evaluation Information: Please refer to the Course and Instructor Evaluation Website

Drop date: The last date to drop one-semester courses, without academic penalty, is November 6, 2015. For regulations and procedures for Dropping Courses, see the Academic Calendar: <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08>

Course Schedule *

Week	Monday	Wednesday	Seminar
1	14-Sep Lecture	16-Sep Lecture	Seminar Organization
2	21-Sep Lecture	23-Sep Lecture	Seminar 1
3	28-Sep Lecture	30-Sep Lecture	Seminar 2
4	5-Oct Lecture	7-Oct Lecture & Midterm Release / Research Project Briefing	Seminar 3
5	12-Oct Thanksgiving	14-Oct / MIDTERM	No seminar this week
6	19-Oct Lecture	21-Oct NO LECTURE	Seminar 4
7	26-Oct Lecture	28-Oct Lecture	Seminar 5
8	2-Nov Lecture	4-Nov Lecture	Seminar 6
9	9-Nov Lecture	11-Nov Lecture	Seminar 7
10	16-Nov Lecture	18-Nov Lecture	Seminar 8
11	23-Nov Lecture	25-Nov Lecture	Seminar 9
12	30-Nov NO LECTURE	2-Dec Lecture: Case for final exam released, Final group report due at 5:30 p.m.	No seminar this week

*In the event of adverse weather, Monday lectures and December 3 & 4th will be used to reschedule individual presentations.