



MGMT4000 - Strategic Management (Fall 2016) 0.5 Credit weight

COURSE OUTLINE - PART 1

Instructor: Dr. Erna van Duren
Email mgmt4000@uoguelph.ca
Office Location MACS224
Office Hours See CourseLink
Department/School School of Hospitality, Food and Tourism Management

There are two parts to this course outline. Part 1 contains the standard course outline. Part 2 contains assessment and assignment details and is available to registered students only.

A. COURSE SCHEDULE AND CLASSROOM LOCATION

Lectures are on Thursday evenings and begin on Sept 8th.

Seminars: You must attend the seminar section you are registered in. Seminars begin Monday Sept. 19th.

Section	Seminar Time (all seminars are in MAC149)	Seminar Leader	If you need to see your seminar leader, please do so after your seminar.
1	Friday 9:30 to 11:20 am	TBA	
2	Thursday 3:30 to 5:20 pm	TBA	
3	Wednesday 3:30 to 5:20 pm	TBA	
4	Monday 3:30 to 5:20 pm	TBA	
5	Monday 8:30 to 10:20 am	TBA	

B. 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 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.)

C. 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 Business Research Case (“BRC”).

1. Lectures

This course comprises 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. Weekly quizzes that occur during lectures will be used to test a student’s understanding of these readings and any other relevant strategic management concepts and tools.

2. Seminars

Seminars are used for team activities and presenting your team’s work. Participation is graded in some format in most seminars. The specifics of the participation grade vary by the type of seminar activity and can be found in the assignments section of this outline. Attendance will be taken at all seminars to assist with grading of participation and track each student’s options with respect to quiz grades.

3. Business Research Case “BRC”

Students will work in teams to select, design, conduct the research and communicate the results of a business research case. 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 and some may require travel or internet/phone calls, although these are not necessary to complete the project. Some aspects of the BRC will receive a team grade and some will receive an individual grade. Most aspects of the BRC will have a participation component. All aspects of the team’s work on the BRC will be subject to a peer evaluation.

D. COURSE READINGS AND MATERIALS

1. Readings

Required readings for this course are available in CourseLink or on electronic reserve. Others are accessible through the library on the www.

2. Technology

All work submitted for grading in this course must be in a file format that works with Office 365. Office 365 Education is available for free to current University of Guelph Undergraduate Students with valid (@mail.uoguelph.ca) e-mail accounts. See the <https://www.uoguelph.ca/ccs/software/software-distribution> for instructions. You may of course use any other software to create your work including Google Docs/Sheets/Slides and others. Make sure someone on your team has a computer on which you can present using PowerPoint.

3. Materials for Posters

In seminar 4, teams will display posters. The cost for these is your responsibility.

4. Computer, Phone & Internet Access

Some teams may decide to do interviews for their research projects. Any associated internet or phone costs (for skype, conference calling etc.) are the student’s responsibility. Rooms can be booked in MacDonald Hall to ensure privacy during phone interviews. We use CATME, CourseLink and Turnitin in this course. For full functionality these require internet access, from a computer (not a phone or tablet)

5. Top Hat Access

We will be using the Top Hat (www.tophat.com) classroom response system in class. You will be able to submit answers to in-class questions using Apple or Android smartphones and tablets, laptops, or through text message.

You can visit the Top Hat Overview (www.support.tophat.com/hc/en-us/articles/200019034-Top-Hat-Overview-Getting-Started) within the Top Hat Success Center which outlines how you will register for a Top Hat account, as well as providing a brief overview to get you up and running on the system. An email invitation will be sent to you by email, but if don't receive this email, you can register by simply visiting our course website: Unique Course URL.

Note: Our Course Join Code is 836983. Top Hat requires a paid subscription, and a full breakdown of all subscription options available can be found here: www.tophat.com/pricing. Should you require assistance with Top Hat at any time, please contact their Support Team by email (support@tophat.com) or by calling 1-888-663-5491

E. 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 Business Research Case that integrates business, ethical, social responsibility and sustainability criteria (CRITICAL & CREATIVE THINKING, LITERACY, GLOBAL UNDERSTANDING)
 - a. Develop and deliver strategic management communications that are professional and meet universal design principles (COMMUNICATING). A poster presentation
 - b. A research proposal
 - c. Formal presentation
 - d. Formal written report
 - e. Short presentations (360°)
3. Work effectively in a team (PROFESSIONAL & ETHICAL BEHAVIOUR)
4. Understand how to conduct research involving human participants ethically (PROFESSIONAL & ETHICAL BEHAVIOUR)

F. COURSE ASSESSMENT – GRADES AND DUE DATES

#	Assessment	Due Date & Location	Grade		Learning Outcomes
			Individual	Team	
	Total		30	70	
1	Quizzes (6)	During lectures 4-9	15		1
2	Core Tutorial	Complete at https://tcps2core.ca/welcome Place Certificate in CourseLink by 11:59 p.m. Friday October 7	5		4
3	Business Research Case				
a	Proposal development & Proposal Poster “Presentation”	Proposal development in seminars 2 & 3; Presentations in Seminar 4; Submit one document with all parts of the Proposal in CourseLink by 11:59 a.m. Sunday October 16 <i>→ALSO BRING A PRINTED COPY TO YOUR SEMINAR</i>	-20	20	1-4
b	The Team Short 360 ° Presentation	Presentations occur during seminar 6; Submit one document in CourseLink by 11:59 p.m. Friday Nov 4	-5	10	1-3
c	Practice peer evaluation & meeting	Complete practice peer evaluation in CATME by 11:59 p.m. Friday November 4; Note the meeting is during seminar 7	-5		1-3
d	Formal Presentation	Submit DRAFT OF SLIDES in CourseLink by 11:59 a.m. Sunday November 13		-5	1-3
		Submit FINAL VERSION OF SLIDES with SPEAKERS NOTES in CourseLink by 11:59 p.m. THURSDAY November 24 * 5	10	15	
e	Final Report	Submit FINAL REPORT in CourseLink by CourseLink by 11:59 p.m. THURSDAY November 24 *5		25	1-3
f	Final Peer evaluation	Peer evaluation due in CATME by 11:59 p.m. Sunday December 4 th	-5		3
*1	Peer Evaluation Adjustment, Applied to 3d and 3e				
*2	Possible non-participation & non-completion adjustments, applies to assessments indicated by “-5 to -20” above				
*3	Late penalties; - 50% for work that is 0-24 hours late; up to -100% for work that is more than 24 hours late				
*4	Non-format or incorrect submission penalties: up to -25%				
*5	Except teams presenting on November 25; their submissions are due 11:59 p.m. Friday November 25 th				
	<i>All grade adjustments will be made to an individual student’s grades after all CourseLink drop boxes have been closed on December 5.</i>				

Grading Notes

Students must earn a passing grade on the following components of the course, in order to earn a passing grade (see [grading policies](#) for additional detail)

- a. All the work for which students are graded individually (excluding the core tutorial certificate) **(25%)**
- b. The total of the team portions of the BRC **(70%)**

*1 A peer evaluation that covers the final team presentation and the final report must be completed by all students. A student's evaluation by his/her peers can result in a significant grade deduction – up to 25 of the 40 marks possible. See [Grading Policies](#) for more information.

*2 There are several non-participation or non-completions adjustments that will be made to team work that is done or presented during seminars; up to 40% of 100% can be lost due to non-participation in team work. TopHat will be used during seminars to track participation.

*3 Late penalties can also count for significant grade deductions. Work that is 0-24 hours late receives a 50% late penalty; work that is more than 24 hours late will not be accepted – the DropBox will be closed.

*4 Work that is not submitted in the correct format or in the wrong place will receive a 25% late penalty.

Best Team Presentation and Reports

The team in each seminar section that earns the highest grade on their final report plus their presentation will be invited to present at the Ontario Ministry of Agriculture, Food and Rural Affairs PRODUCT AND VALUE CHAINS DAY. One additional team will also be selected by the course Professor and seminar leaders. A total of 6 teams will be selected. Students in the teams that are selected will be notified as soon as the final presentations for their sections have been completed and no later than 9:00 a.m. November 28th.

Each of the 6 teams that are selected will have the opportunity for make their 15-minute presentation. Not all team members have to present at the industry day; a team may select their best presenters, but all members of these 6 teams are invited to attend. The PRODUCT AND VALUE CHAINS DAY is scheduled for December 1 or 2, from 8:30 a.m. to 1:00 p.m. at the OMAFRA building at 1 Stone Road. Other speakers and sessions comprising the agenda for the day are still being confirmed.

G. COURSE SCHEDULE

NOTES

Students must attend the seminar section in which they have been scheduled. Many of the assignments and options for grades for this course can only be evaluated if you are in correct seminar section by September 15. Any switching of seminar sections must be completed by 3:00 p.m. September 15. The only way to do this correctly is by contacting Brigid Flucker, at the School of Hospitality, Food & Tourism Management at hftmadv@uoguelph.ca Office/Building: MACS 202). The course instructor and/or seminar leaders cannot make informal switches. Seminars are always scheduled after the corresponding lecture but the amount of time from the lecture to your seminar may vary during the semester.

SCHEDULE

Thursday Date	Lecture Topic	Seminar Topic	S4 Mon	S5 Mon	S3 Wed	S2 Thu	S1 Fri
						08-Sep	09-Sep
08-Sep	#1 (1) Course introduction (2) Development and Uses of Strategic Management	<i>No seminar this week</i>	12-Sep	12-Sep	14-Sep	15-Sep	16-Sep
15-Sep	#2 (1) Strategic management process and essentials; (2) consulting perspective	#1 Orientation, Team formation and Business Research Case Selection	19-Sep	19-Sep	21-Sep	22-Sep	23-Sep
22-Sep	#3 (1) Capabilities (2) R&D, + IP (3) Research PRACTICE QUIZ	#2 Proposal development	26-Sep	26-Sep	28-Sep	29-Sep	30-Sep
29-Sep	#4 (1) innovation (2) Research Ethics- Guest Speaker Sandy Auld, QUIZ 1	#3 Proposal development	03-Oct	03-Oct	05-Oct	06-Oct	07-Oct
06-Oct	#5 Consulting in different contexts #1, QUIZ 2	<i>No seminar this week</i>	10-Oct	10-Oct	12-Oct	13-Oct	14-Oct
13-Oct	<i>No lecture</i>	#4 Proposal poster presentation	17-Oct	17-Oct	19-Oct	20-Oct	21-Oct
20-Oct	#6 Consulting in different contexts #2, QUIZ 3	#5 BRC Activity 1	24-Oct	24-Oct	26-Oct	27-Oct	28-Oct
27-Oct	#7 Strategy meets the world Competitiveness, Strategy & Capitalism, QUIZ 4	#6 The Team Short 360 ° Presentation	31-Oct	31-Oct	02-Nov	03-Nov	04-Nov
03-Nov	#8 Strategy meets society; Sustainability, Ethics & Social Responsibility, QUIZ 5	#7 BRC Activity 2	07-Nov	07-Nov	09-Nov	10-Nov	11-Nov
10-Nov	#9 Strategy meets? QUIZ 6	#8 Formal Presentations	14-Nov	14-Nov	16-Nov	17-Nov	18-Nov
17-Nov	<i>No lecture</i>	#9 Formal Presentations	21-Nov	21-Nov	23-Nov	24-Nov	25-Nov
24-Nov	<i>No lecture</i>	<i>No seminar this week</i>					

H. COURSE POLICIES

1. Grading Policies

a) General

1. Students must earn a passing grade on the following components of the course, in order to earn a passing grade:
 - a. All the work for which students are graded individually (excluding the core tutorial certificate) **(25%)**
 - b. The total of the team portion work for the BRC **(70%)**
2. Peer evaluations are excluded from the requirements described in 1 above
3. Failure to attend a team presentation, team work period or team meeting scheduled during your seminar time can result in a grade deduction for that element. This type of grade deduction can be the reason a student fails the course. This will be determined by the course instructor.
4. The CATME peer evaluation mechanism may be used to adjust a student's grade for the final format presentation and final report. There are five dimensions of this evaluation each with a score from 1-5. Students who get an average grade between 4-5 on all 5 activities will receive the team grade while students who get an average grade of 1 on all activities will receive 37.5 % of the team grade. This means that a student on a team that scores 40/40 but who only receives an average of 1 on the peer evaluation could get a grade as low as 15/40. Students who attend no team meetings, miss seminars or presentations may find themselves in this situation.

b) Missing classes or seminars

Students who are unable to submit or present work for legitimate reasons, will have their marks adjusted as follows:

- 1) One missed presentation
 - a. grade for the missed presentation will be prorated across the other individual presentations
 - b. team grade will be unaffected
- 2) Two missed presentations
 - a. Compulsory interview with the professor to determine a suitable alternative. If the student doesn't schedule this with professor van Duren and bring suitable documentation, a grade of 0 will be assigned (the professor or seminar leader will not contact you)
 - b. Team grade will not be awarded – not contributing to the team's presentation twice is considered to an excessive burden for other team members.

All students will be able to miss some lecture quizzes and seminars without any academic penalty. See the details below:

- 1) All students who complete quiz 1, may drop their lowest quiz grade or miss one subsequent quiz. If you miss quiz 1, you lose this option
- 2) Students who have completed all 6 quizzes and have attended all seminars have the option of dropping their lowest 2 quiz grades. This calculation will be done at the end of the semester (seminar 5 may be excluded for some teams)

Due to the complexity of scheduling this course, we will not accommodate absences due to conflicts with extracurricular activities. This extends to late assignments, missed presentations and other work that is evaluated.

[See also Academic Consideration – missed or late work](#)

c) Late Policy

Deadlines in this course are listed under course assessment. The CourseLink DropBox timestamp will be the sole arbitrator to determine whether an assignment is late or not. That said, a ‘grace period’ of up to 15 minutes or so will be allowed. For some assignments, you will also be asked to bring a printed copy of your submission to your seminar in order to expedite the grading process.

CourseLink outages: If CourseLink is inaccessible, please contact courselink@uoguelph.ca and copy mgmt4000@uoguelph.ca. We can’t fix the problem – but we do want to know what’s happening.

DropBox is the ONLY place for assignment type documents; do not e-mail them to your professor or your Seminar Leader. If an email is sent to these addresses, it will be forwarded to the mgmt4000@uoguelph.ca address, be treated as late, and the email will be answered from that address (in the order it arrived).

DropBox is set up so that you can submit early drafts of work; but only the last version that is submitted will be saved for grading. Only one file will be saved. The only DropBox that can accommodate multiple files is for Research Ethics documents.

Work submitted after the deadline but within the first 24 hours after the deadline is assessed a 50% penalty.

Work submitted more than 24 hours from the deadline is assessed a 100% penalty (i.e., it receives a grade of zero and it will not be graded).

The CourseLink DropBox will send out an automated acknowledgement e-mail that the work has been successfully uploaded. 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.

Using the wrong DropBox: Assignments submitted to the wrong DropBox will result in a 25% penalty

d) Assignment Format Policy

All documents that you submit in this course must be compatible with Microsoft Office 365. Text files must be of the following file types: doc, docx, rtf. Presentation files must be of one of the following file types: ppt, pptx. **Submitting a document in the wrong format will result in a 25% penalty.**

The rationale for this policy is as follows. Your work will be graded electronically, and the tools that we use for grading work with those file formats and not others. Having to chase down work that cannot be grades, costs time and therefore money.

e) 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 the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com site. Turnitin has been activated for all documents that your team submits. It is your responsibility to ensure Turnitin has processed your documents properly. Each year, we find documents that are hung up in the system and cannot be graded. Make sure that this does not

happen to you.

f) Noncompliance with Research Ethics Requirements

The opportunity to conduct research with human participants has been provided in this course. Students who choose to do this have to comply with several requirements that have been embedded in the course design. **Failure to comply with REB requirements will result in a grade of 0 on the applicable portion of the team project (for you and your team) and depending on the nature of the non-compliance, a charge of academic misconduct.**

g) 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. With the exception of 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 (below) may be granted for illness or compassionate reasons only. **There will be no academic consideration for technology-related issues.**

Also, please contact the relevant help desk, email or contact for assistance with technology related issues. We use several technologies in this course; the professor and GTA do not support the technology. If there is a problem with the technology, please send an email to the relevant HELP, and copy mgmt4000@uoguelph.ca so that we are aware of the problem.

h) Presentations Policy

For all team presentations, the team is responsible for ensuring it has the hardware, software and various gadgets to start and complete the presentation as planned and on time. Generally, we will allow for about a minute for set-up. We allow any type of hardware or software for your presentations. The cost of this choice is that all presentations must be converted to an acceptable file type in order to be graded – see [\(d\) assignment format policy](#). Note that some presentations require speaker's notes. These too have to be converted properly. If a team cannot make the equipment required for its presentation work, it will be required to present without the equipment.

i) Appealing a grade

All grade appeals must be made in writing to Professor van Duren. An office visit will only be scheduled after a written appeal has been received. Please see the relevant section of the undergraduate calendar at <https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml>. Please note that “as soon as possible” shall be applied as meaning at least three business days after receiving the grade AND not later than 10 days after.

2. University Closure

In the event of an ***official*** University Closure due to bad weather or other unforeseen event, missed seminar classes will be rescheduled. Lectures will be moved online, along with any quiz.

We use the following processes and technologies to manage team work in this course. Students will be able to select their own teams ***IF*** they have attended seminar 1. Students will be part of one team for the whole course. **Teams must be finalized within 1 business/working day after the end of Seminar 1.**

- **Students who are not in teams will be added to existing teams by the professor.**
- All teams will have 7-8 members. As soon as you have formed a team with 8 members, complete Table 1 on the next page and give it to your seminar leader. He/she will assign a group number in CourseLink., and then you enroll. **DO NOT SELF ENROL UNTIL YOU HAVE APPROVAL!**

TABLE 1: MGMT4000 – FALL 2016 - TEAM MEMBERSHIP

SEMINAR SECTION: _____		Seminar Leader _____											
Group Number Assigned in CourseLink													
SECTION	Assigned Team (MRP TEAM ##)												
1 (Fri)	1	2	3	4	5	6	7	8	9	10	11	12	13
2 (Thu)	14	15	16	17	18	19	20	21	22	23	24	25	26
3 (Wed)	27	28	29	30	31	32	33	34	35	36	37	38	39
4 (Mon pm)	40	41	42	43	44	45	46	47	48	49	50	51	52
5 (Mon am)	53	54	55	56	57	58	59	60	61	62	63	64	
<hr/>													
Student Last Name	Student First Name		Email address					Your Major in the B. Comm.		Admin. Use			
i.e. Smith	Sue		ssmith99@uoguelph.ca					MKMN					
1.													
2.													
3.													
4.													
5.													
6.													
7.													
8.													

Short forms for B.Comm. Majors:

(ACCT, FAB, HAFA, LOM, MEF, MKMN, PMGT, REH, TMGT or OTHER – DO NOT ADD THE COOP DESIGNATION)

- CATME: Students are responsible for completing a practice peer evaluation and a final peer evaluation after submitting the final team report (see assessment above).
- Participation will be monitored during seminars, using either a sign-in sheet or TopHat, so that there is a record of which students were available for team related activities during seminars.
- CourseLink will be used for all submissions of team work.
- 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.” When teams take a “divide & conquer” approach is usually when trouble begins. For example, if a student copies and pastes a passage into the “introduction” (because that is the “part” he or she was assigned to write) and the professor or Seminar Leader later suspects that plagiarism has occurred, the entire team will be investigated for academic misconduct. As mentioned above, all of the members of the team have access to the DropBox and the Turnitin.com “Originality Report”—hence all members of the team have responsibility for the accuracy of the document submitted under the team’s name. Likewise, if one member of the team says “oh yeah, I can submit it” and he or she forgets and it gets submitted late, the entire team takes the late penalty. Why? Everyone on the team can view the DropBox and ensure that the document has (or has not) been submitted prior to the deadline. Likewise, everyone on the team has ownership over ensuring the document is submitted in the correct format, in the correct place by the correct time. *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 and/or the professor 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 (i.e. emails etc.) Note than oral complaints not supported by evidence will not be considered.

3. Communication Protocol

Please use the following communication protocol. **ALL email must go MGMT4000@uoguelph.ca**
Never use Professor van Duren’s personal email or your Seminar Leader’s personal email to communicate.

j) General Q&A:

If you have a question for which everyone in the course might benefit from an answer, please post it in the General Q&A discussion area. Write the question in sentence for using professional style communication and be as detailed as you need to be to communicate effectively. Questions in this area will be answered within one business day.

k) Seminar Specific Q&A:

We have implemented a common e-mail address for the teaching team. **Use MGMT4000@uoguelph.ca for all your e-mail communications with your Seminar Leader.** Since all of the teaching team will be logging in and checking this account, please include your seminar section number, your Seminar Leader’s name, and a short description of your issue so that we can sort out the e-mails and reply accordingly. If an

email does not have the required information in the subject line, it will be sent back.

If you have a question or need to communicate with respect to your scheduled seminar or Professor van Duren, please use the format in the boxes below. The professor and seminar leader will only correspond with namexx@mail.uoguelph.ca email addresses; no Gmail, HotMail, etc. Do not use “hey” to start your e-mail! This is an opportunity for you to practice professional business communication! No “Hey Prof” salutations, no texting short forms like “r u gonna post solns?” – you know the sort of thing we mean. Your email leaves a lasting impression and in the event of some sort of issue becomes part of your official record. Avoid emoticons and hard to read fonts as well

Acceptable e-mail format

To: xxxx@XXX.ca
Subject Line: Section 01 ... to 05 / Seminar Leader’s Name / Food Poisoning
Dear Seminar Leader, I’ve come down with food poisoning and will be unable to attend seminar this week. Please note that this is my second absence. I will send a follow up email with the appropriate documentation to cover both this absence and my first absence. Thank you Susan Smith

To: xxxx@XXX.ca
Subject Line: Section 01 ... to 05 / ATTENTION Professor van Duren / Personal Issue (documentation attached)
Attachment: make sure it’s in PDF form so that I CAN READ IT (SCANNED DOCUMENTS ARE FINE)
Dear Professor van Duren, This is a follow up to the email from DATE. Attached is the documentation that you require. Thank you Susan Smith

4. Course Policy regarding use of electronic devices and recording of lectures:

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.

5. Course Evaluation Information

Please refer to the Course and Instructor Evaluation Website: courseeval.uoguelph.ca.

6. Additional Course Information

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 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:

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 date

The last date to drop one-semester courses, without academic penalty, is Friday, November 4th. 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 to mgmt4000@uoguelph.ca 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