



College of
Business+
Economics

MGMT4000
Strategic Management (Winter 2016)

0.5 Credit weight

General Course Information

Instructor: Dr. Trent Tucker
 Email trent.tucker@uoguelph.ca
 Office Location FVMI 130 (x56120)
 Office Hours 3:00 to 4:00 PM Tuesdays (or by appointment)
 Department/School School of Hospitality, Food and Tourism Management

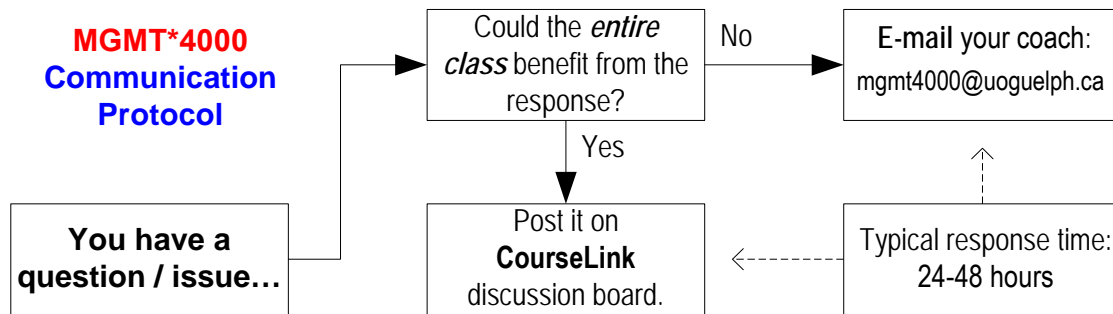
SEM Section(s): Seminar Coach:
 §0101 Ye (Sandy) Shen
 §'s 0102 & 0103 Anahita Khazaei
 §0104 Elmira Aliakbari
 §0105 Shuyue Huang
 §0106 Robert Bright
 §0107 Mychal-Ann Hayhoe
 §0108 Parisa Mahboubi
 §'s 0109 & 0110 Trent Tucker

Office Location FVMI 128
 Office Hours *check with your Seminar Coach*

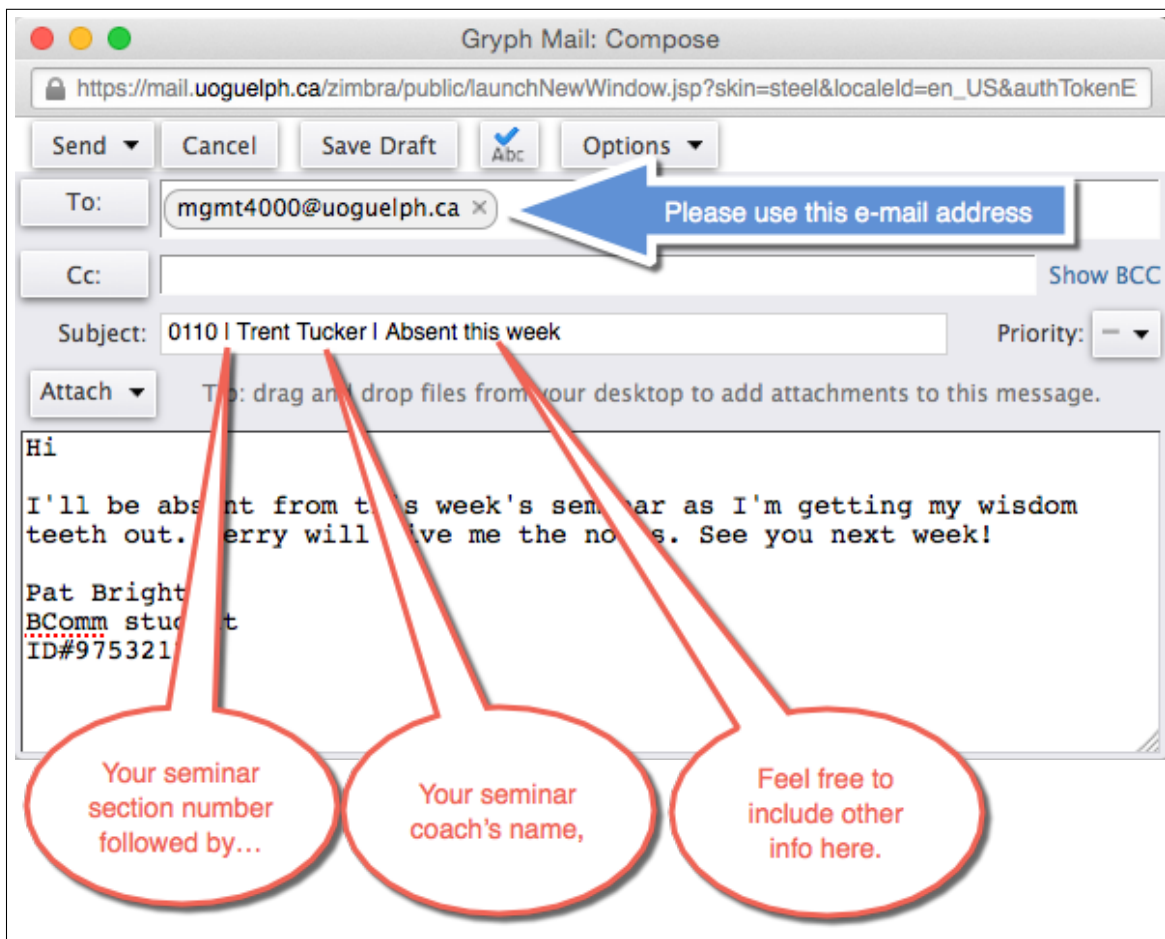
Seminar Schedule Please only attend the seminar section you are *registered* in. Seminars begin the first week of classes (i.e., Monday, January 11th). The first lecture will be Thursday, January 14th.

TIME	MON	TUE	WED	THU	FRI
8:30 – 9:30	§0105	§0109	§0101	<div style="border: 1px solid red; border-radius: 15px; padding: 5px; text-align: center; color: white;"> All seminars will be held in FVMI 133 (a.k.a. "The Zone") </div>	
9:30 – 10:20	Huang	Tucker	Shen		
11:30 – 12:30	§0106	§0110	§0102		
12:30 – 1:20	Bright	Tucker	Khazaei		
2:30 – 3:30	§0107		§0103		
3:30 – 4:20	Hayhoe		Khazaei		
7:00 – 8:00	§0108		§0104	LECTURE	ROZH 104
8:00 – 8:50	Mahboubi		Aliakbari		

Communication Protocol



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



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.

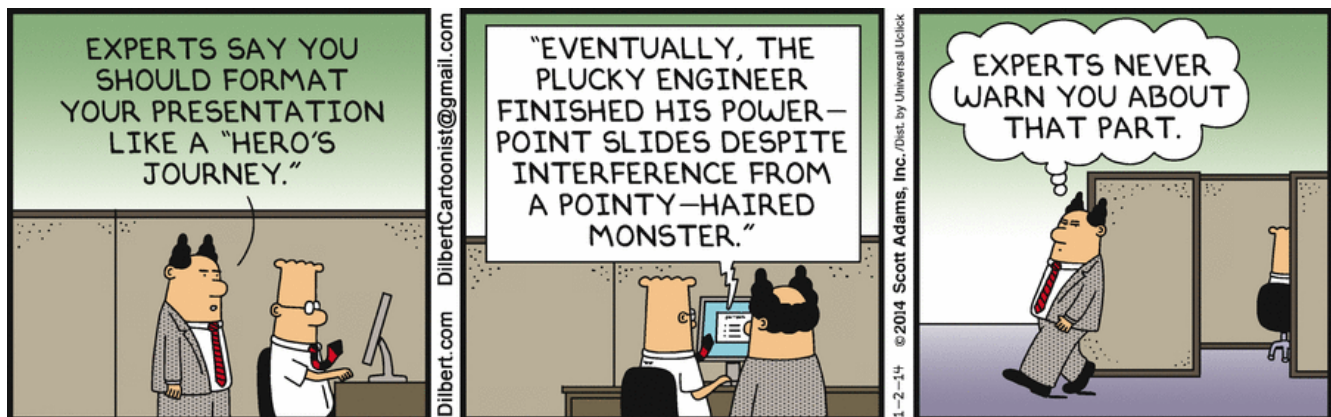
Co-requisites: None.

Restrictions: BUS*4250, HTM*4200. Restricted to students in B.Comm. Priority Access Course.

Course Learning Outcomes

Students who successfully complete this course will be able to:

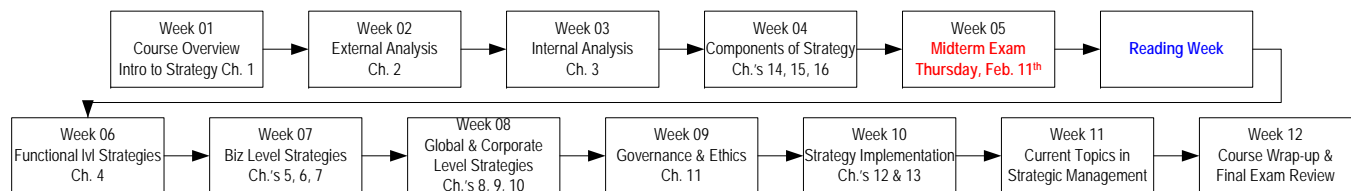
1. Select appropriate strategic management concepts and tools and apply them correctly in different contexts,
2. Research and communicate a strategic management assessment:
 - (a) In a written report, and
 - (b) In an oral presentation; and
3. Assess the ethical, social responsibility and sustainability dimensions of an organizational strategy for a “business of the future.”



Both this Dilbert™ cartoon and the one on page 4 are used under the AMU Reprints [Classroom Usage](#) Guidelines.

Course Chronology

The *Tentative* Course Structure follows the “Components of the Strategic Planning Process” (Fig. 1.5 in the text)...

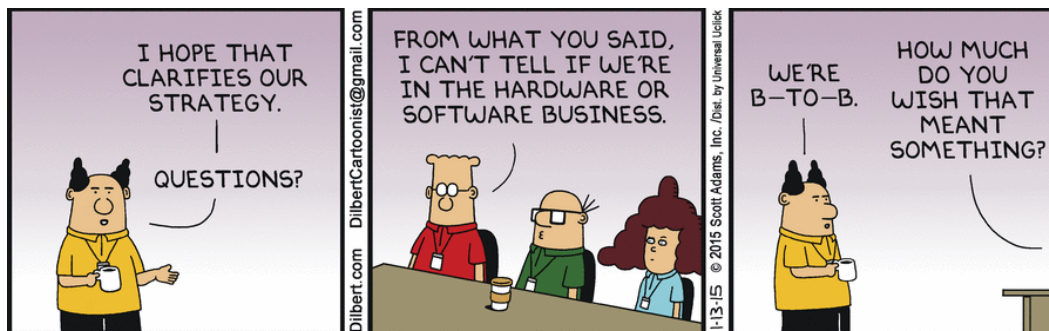


The typical ‘rhythm’ of the week is as follows: lecture on Thursday to introduce strategic management concepts. Individual case-based homework write-ups due in the DropBox at CourseLink by midnight on Sunday to give you the opportunity to work with these concepts. Seminars run Monday to Wednesday—where we take up the cases. And we’re back to Thursday again. Here is the ‘at-a-glance’ view of the first half of the term; homework cases will be taken up in the seminars:

Week 01 — Course Overview & Introduction to Strategy		
Seminar (SEM) Jan 11–13 Meet your seminar coach. Team formation, research project topic picking, etc.	Lecture (LEC) Jan 14 Overview of the entire course. Introduction to Strategy (Textbook Ch. 1).	Homework (HW01) Jan 17 TML Foods case part I (Textbook Case 5; p. C-64) Template @ CourseLink.
Week 02 — External Analysis		
SEM Jan 18–20 How to attack a case. Take up 1 st part of TML Foods.	LEC Jan 21 External Analysis (Ch. 2).	HW02 Jan 24 TML Foods case part II. Group Project Charter
Week 03 — Internal Analysis		
SEM Jan 25–27 Finish TML Foods case.	LEC Jan 28 Internal Analysis (Ch. 3).	HW03 Jan 31 Planet Bean (Case 4; p. C-45).
Week 04 — Components of Strategy		
SEM Feb 1–3 Take up Planet Bean case.	LEC Feb 4 Component of Strategy (Ch.'s 15, 15, 16)	HW04 Feb 7 Midterm Exam Information Sheet.
Week 05 — Midterm Exam Week		
SEM Feb 8–10 Project planning & research for group project.	LEC Feb 11 Midterm Exam in ROZH 104	No homework this week...
Reading Week (Feb. 15th – 19th)		

Here is the ‘at-a-glance’ view of the second half of the term; homework cases will be taken up in the lectures:

Week 06 — Functional Level Strategies		
SEM Feb 22-24 Take up exam; presentation skills & strategies...	LEC Feb 25 Functional lvl Strategies (Ch. 4)	HW05 Feb 28 Bayer Material Science case. Group Project Part I
Week 07 — Business Level Strategies		
SEM Feb 29-Mar 2 Group Project Presentations Ignite!-style / Industry focus	LEC Mar 3 Take up BayerMS case. Biz lvl strategies (Ch.’s 5, 6, 7)	HW06 Feb 6 Apple Supply Chain case.
Week 08 — Global and Corporate Level Strategies		
SEM Mar 7-9 In-class mini-cases. Work on group project.	LEC Mar 10 Take up 🍏 case. Global & Corp. lvl strategies (Ch.’s 8, 9, 10)	HW07 Mar 13 Whole Foods case.
Week 09 — Governance & Ethics		
SEM Mar 14-16 In-class mini-cases (ethics). Work on group project.	LEC Mar 17 Take up Whole Foods case. Governance & ethics (Ch. 11)	HW08 Mar 20 YU Ranch case. Group Project Part II
Week 10 — Strategy Implementation		
SEM Mar 21-23 Group Project Presentations (strategic analysis / Co. focus)	LEC Mar 24 Take up YU Ranch. Strategy Implementation (Ch.’s 12 &13)	No more homework 😊
Week 11 — Current Topics in Strategic Management		
SEM Mar 28-30 Group Project Presentations	LEC Mar 31 Current Topics in Strategic Management (notes @ CL)	
Week 12 — Course Wrap-up and Final Exam Review		
SEM Apr 4-6 Group Project Presentations	LEC Apr 7 Course wrap-up & final exam review.	Final Exam: Saturday April 16th @ 11:30



Course Assessment

Assessment weights that appear in **RED** are ‘solo’ (individual) assessments;
Assessment weights that appear in **BLUE** are ‘team’ (group) assessments.

	Weight	Assessment Type	Due Date / Location
1.0	25%	Final Exam	Saturday, Apr. 16 th @ 11:30 AM (2 hours) Location: TBD
2.0	15%	Midterm Exam	Thursday, Feb. 11 th @ 7:00 PM (2 hours) Location: ROZH 104
3.0	35%	Research Project	See component details below:
3.1	5%	Group Project Charter	Sunday, Jan. 24 th @ 11:59 PM In the DropBox @ CourseLink
3.2	10%	Part I: Industry level analysis prezo (5%) & write-up (5%)	Sunday, Feb. 28 th @ 11:59 PM In the DropBox @ CourseLink
3.3	20%	Part II: Company level analysis prezo (10%) & write-up (10%)	Sunday, Mar. 20 th @ 11:59 PM In the DropBox @ CourseLink
4.0	15%	Homework (due Sundays @ 11:59 PM) in the DropBox @ CourseLink	7 Case Summaries × 2% each 1 MT Exam Sheet × 1%.
5.0	10%	Seminar Participation	Each week in seminar; 2 points/week. See scheme below.

About 2/3 of your grade (**65%**) is based on work you complete on your own; the rest (**35%**) is for term work completed in the group you create in the first seminar. About 1/3 of the course will be completed by the course drop date (fortieth class day—Friday, March 11th).

Seminar Participation In order to participate in class discussions you need to be present; hence attendance in the seminars is **mandatory**. Your Seminar Coach will track your participation as follows:

Category	Description
Excellent (3 points)	The student adds substantial value to the discussion; well above and beyond the expectations of the case. Demonstrates deeper knowledge of the readings and ties into course / previous course material. Adds energy and enthusiasm to the room. +1 bonus (i.e., 3/2 = 150%)
Good (2 points)	Student’s comments add value and advance the discussion. Demonstrates a clear grasp of the course material. Provides evidence of analysis of the case material vs. just facts from the case. 2/2 points = 100%.
Present (1 points)	Repeats what has already been said; adds little or no additional value. Only provides facts / statements from the case; no context or relevance. Listening in class, but silent and/or distracted. 1/2 points = 50%
X (0 points)	No participation.

Course Resources

Required Text & Cases:

- College of Business & Economics custom publication: *Strategic Management for Leaders for a Sustainable World*. ISBN: **0-17-648146-X**. Nelson. This book has been used in the past so there should be plenty of resale books around.
- Business Cases for MGMT*4000 case package—includes Apple Inc.: Managing a Global Supply Chain, Bayer Material Science (A): Opportunities in Global Value Chains, Whole Foods Inc.: Expansion in Canada, and Yu Ranch: Growing a Sustainable Business. This case package will be available in the bookstore later in the term.

Recommended Texts:

- None; however, a writing style guide like *The Canadian Writer's Handbook: Essentials Edition* is always a good idea but not required.

Other Resources:

- CourseLink (<http://courselink.uoguelph.ca/>) is the source for all things related to MGMT*4000—assignment details, news, discussion boards, course notes, DropBoxes, grades, etc.

Course Policies

Grading Policies

1) **Late Policy** — The deadlines for the various bits (individual homework assignments, group project components) are detailed above. The deadlines for all of these assignments is 11:59 PM on a Sunday evening. 12:01 on Monday morning is considered late. The CourseLink DropBox timestamp will be the sole arbitrator to determine whether an assignment is late or not. That said, I think a ‘grace period’ of 15 minutes or so is reasonable. DropBox is set up so that you can submit early drafts of work—only the last one submitted will be graded—but all submissions will be saved. **Submit early and submit often to avoid late penalties.** Work submitted after the deadline but within the first 24 hours after the deadline is assessed a **50% penalty**. Work submitted after 24 hours from the deadline is assessed a **100% penalty (i.e., it receives a grade of zero)**. 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 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.” DropBox is the **ONLY** place for documents; do not e-mail them to your professor or your Seminar Coach.

2) **Turnitin.com** — In this course, we will be using Turnitin, integrated with the CourseLink Dropbox tool, to detect possible 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.

A major benefit of using Turnitin is that students will be able to educate and empower themselves in preventing academic misconduct. In this course, you may screen your own assignments through Turnitin as many times as you wish before the due date. You will be able to see and print reports (like the Originality Report) that show you exactly where you have properly and improperly referenced the outside sources and materials in your assignment. As well your Seminar Coach may leave comments on your work with the “Grade Mark” tool in Turnitin.

3) Document Format — all written documents must be in Adobe’s Portable Document Format (PDF). You can create your document using Microsoft Word, Apple’s Pages, Google Docs, etc., but the final submission **must** be in PDF. **Submitting the document in the wrong format will result in a 10% penalty.** The rationale for this policy is as follows: The online document reader at CourseLink works with PDF documents. Word documents may or may not work. Pages, ODF, and other formats do not render. There is a cost to the instructor and Seminar Coach in terms of time lost downloading an incorrectly formatted document and attempting to make sense of it. PDF documents always work all the time—no issues with fonts, formatting, etc. The business world works in PDF, get used to using it now.

4) Technology Policy — Technology problems¹ are a fact of 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 (e.g., a Desire2Learn cloud migration issues making CourseLink unavailable say), 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 (e.g., a Google Apps for Education account, CourseLink “lockers”, computing resources in the Library) or resources available from other sources (e.g., a personal DropBox account, Google Docs, e-mail, Facebook, smartphones, laptops, internet cafes, roommates with laptops, parents with computers, etc.) being able to create / submit work electronically should never be an issue. Per the university policy on academic consideration (below) extensions may be granted for illness or compassionate reasons only—**no academic consideration will be given for technology-related issues.**

☞ Please note that these policies are binding unless academic consideration is given to an individual student.

Course Policy on Group Work:

Work submitted by a team of students will be treated as a singular “whole” piece of work and not “a collection of parts.” What does this mean? When creating the document, the team should endeavour 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” they were assigned to write) and the professor or Seminar Coach 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 they forget 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

¹Adapted from George Williams’ *Basic Technology Advice for Students* at [ProfHacker](#)

correct format. The same logic applies to the content of the document—all members of the team get a 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 the work at hand. Part of this process is having the capability to identify when there are issues with the team and being able to address these issues. We will, in the seminar, work at developing skills for working together in a team on a project. The team projects in this course will give you the opportunity to practice and improve upon these skills. However, in **extreme** cases of team dysfunction, members of the team should consult with their Seminar Coach 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 it is possible for the members of the team to receive different grades for a team deliverable. The differential grades will be assigned by the professor.

You will be a part of ONE group for this course. The first deliverable from the group is a “Group Project Charter” wherein everyone in the group determines how the group will work together—when/where meetings will be held, who is responsible for what, dispute resolution mechanisms, etc. Use this exercise to your advantage and create a charter to have a solid working team.

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, I reserve the right to ask you to put away your laptop if I find it to be distracting to myself, yourself, or your peers. There will be a ‘technology free’ zone in the lecture classroom that must be respected.

Electronic devices—laser pointers. Strictly forbidden.

Electronic recording—electronic recording of classes is expressly forbidden without consent of the instructor. When recordings are permitted (e.g., in the case of a CSD 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.

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 in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for Academic Consideration:

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:

www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml

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: www.csd.uoguelph.ca

Course Evaluation Information

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

Drop date

The last date to drop one-semester courses, without academic penalty, is Friday, March 11th. For regulations and procedures for Dropping Courses, see the Academic Calendar:

www.uoguelph.ca/registrar/calendars/undergraduate/2014-2015/c08/c08-drop.shtml

Additional Course Information

Communication protocol

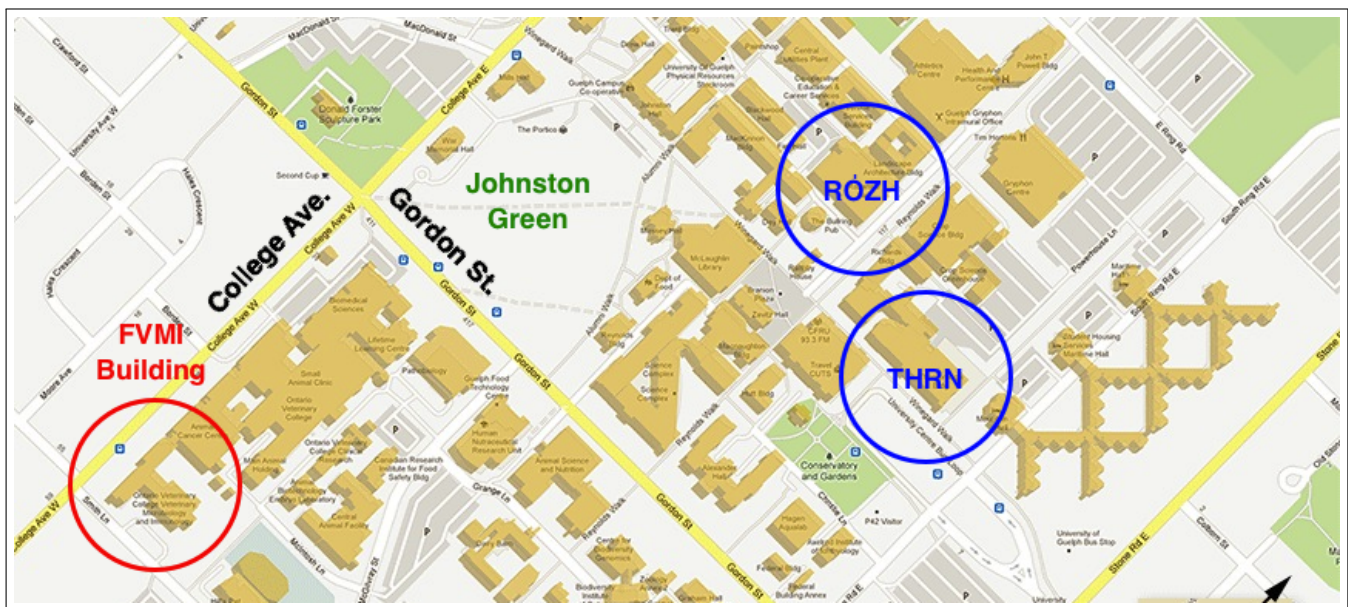
—Per university guidelines: “The University-issued email address is considered an official address and will be used for correspondence from the University. Students are responsible for monitoring their University-issued email account regularly.” Thus, the teaching team will only correspond to e-mails coming from your Gryph Mail (mail.uoguelph.ca) e-mail account. Important things to keep in mind:

- Please READ the Course Outline and/or assignment instructions and/or Courselink Discussions before sending out an e-mail. Often the answer is already found therein!

- Please use the MGMT4000@uoguelph.ca email address as described above.
- Again, the Seminar Coaches and myself will correspond only with @mail.uoguelph.ca email addresses; no Gmail, HotMail, etc.
- This is an opportunity for you to practice professional business communication! No “Hey Prof” salutations, no texting short forms like “r u gonna post teh solns?”, that sort of thing.

Classroom Locations

As mentioned above, Thursday lectures will be held in Rozanski Hall room 104 while the seminars will be held in the uoG-BIZ Building at 50 College Ave W—FVMI 133. Please allow yourself extra travel time to get down to uoG-BIZ before your seminar starts. Likewise, your Seminar Coach will endeavour to dismiss the seminar a few minutes early so you can get to your next class. Here is a map of campus showing these locations:



Thanks! We're looking forward to a great MGMT*4000 this term! All the best!