



MGMT*4000 - Strategic Management

Summer 2021 (0.5 Credit weight)

Lecture: Pre-Recorded, self-paced

Seminar: Thursdays 5:30-6:50 p.m. (Zoom)

General Course Information

This is a virtual class! We will be applying a ‘flipped classroom’ approach, in which students are expected to learn the concepts at home at their own pace, and then use the seminar to reinforce their understanding of the concepts and apply them with support from the instructor. To be able to complete this course successfully, students will need to ensure that they have a working and reliable internet connection, a computer capable of running a virtual classroom environment with 100 other people, a microphone and camera, and knowledge of the various tools and programs used in this course. All classes will require students to have their camera enabled, and each lecture will be recorded. By joining the class, you are agreeing to these terms.

Lead Instructor:

Dr. Michael Lever, Ph.D.

Pronouns

He/him/his

Office Location

Zoom

Office Hours

Thursdays 7:00-7:30 p.m., and by appointment

Department/School

Gordon S. Lang School of Business and Economics, HFTM

Communication

lever@uoguelph.ca – I will respond to your email within 24-48 hours from Monday-Friday between 9-5 p.m.

Lecture Time and Location:

Lectures will be pre-recorded and upload to Courselink at 8:00 a.m. Monday morning each week.

Students are expected to view the lecture during the week prior to arriving to the upcoming seminar.

Seminar Time and Location:

Seminars are mandatory and will take place on Zoom between 5:30-6:50 p.m. every Thursday night.

Prerequisites: 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.

Restrictions: BUS*4250, HTM*4200. Restricted to students in B.Comm. This is a priority access course.

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 methods to implement developed plans of action.

Course Learning Outcomes

Upon successfully completing this course, you will:

1. Understand how a variety of strategic management concepts and tools can be used in a real-world situation and context.
2. Plan, research and write a Semester Project that integrates business, ethical, social responsibility and sustainability criteria.
3. Develop and deliver strategic management communications that are professional and meet universal design principles.
4. Work effectively in a team.

Knowledge and Understanding:

1. Describe the strategic management process and its various components.
2. Apply tools such as Porter's 5 forces, SWOT, PESTLE, and more to explain a strategic challenge and find appropriate solutions.
3. Differentiate between various organizational and business level functions, and explain which ones are most appropriate to use depending on the context.
4. Understand the triple-bottom line, with alignment of people, planet, and profits in a contemporary business context.

Discipline/Professional and Transferable Skills:

1. Use evidence from a variety of sources to make informed decisions and recommendations to address complex organizational design problems.
2. Work with a live client on an ongoing challenge facing the organization to provide actionable and timely insights to position the organization for success, both short- and long-term.

Summary of Course Content and Materials

The focus of this course will be on analyzing an evolving live case study: The Guelph Tool Library's (GTL) goal of increasing membership levels and ultimately building a new maker space in Guelph, Ontario. Working as consultants for GTL, students will be assigned into groups that are tasked with exploring potential solutions both short-term and long-term. In completion of this project, there are a number of benefits and limitations which groups must take into consideration as they build an implementation plan for their assigned solution.

Students will have a number of materials at their disposal to help make an informed decision, ranging from the documents linked in this course outline (under 'Course Resources'), to Q&A opportunities with members of the GTL's Steering Committee. At the end of the semester, the GTL will decide which project plan they feel is the strongest and best addresses their strategic issue. This is an excellent opportunity for students to have a real-world experience of working with a live client in putting a plan into action. The social value of this project is also significant for both parties, as GTL is a non-profit, volunteer-run

organization that could use the knowledge and creative solutions of 4th year Strategic Management students.

Course Assessment

			Associated Learning Outcomes	Due Date(s)
Assessment 1:	20%	Weekly Quizzes	LO 1	<i>Weeks 2–9</i>
Assessment 2:	15%	Participation	LO 2, 4	<i>Weeks 2-12</i>
Assessment 3:	10%	Project Milestones	LO 1-4	<i>Weeks 3-8</i>
Assessment 4:	35%	Final Report (Executive summary, final report, presentation)	LO 1-4	<i>Weeks 10–12</i>
Assessment 5:	20%	Final Exam	LO 1	<i>August 13th 7-9pm</i>
Total:	100%			

Teaching and Learning Practices

Lectures

This course uses a flipped classroom approach, which is exactly what it sounds like: instead of all sitting together and watching a lecture, followed by going home and trying to complete the homework by ourselves, we flip that: lectures will be self-paced and independently viewed from home (through pre-recorded videos posted to Courselink), and then class will consist of reinforcing concepts and completing the tasks assigned that week. Studies show that this approach works better in contexts where you are not learning brand new concepts, but rather applying them in new ways, which is exactly what this course is. The course will progress one week at a time, with the upcoming week’s content being available every Wednesday morning throughout the semester.

The choice to flip the classroom came from the rapidly changing world around us, and the university’s requirement that all courses be taught virtually this semester. Rather than taking a chance on a potentially frustrating experience through a 100 person live virtual class where it can be difficult to gauge comprehension and engagement, I have decided to pre-record the lectures so you can watch at your own pace, being able to rewind, pause, or slow down the content until you feel comfortable with it. I will be just an email away if you have any challenges, and am happy to set up a one-on-one Zoom session to go over the concepts together before seminar.

Seminars

Each week, we will have a 1.5-hour seminar in Zoom. During each seminar, we will break into our project groups, and use the time to work through the assignment due that week together. I will be there throughout this time to answer any questions your group may have. Since this is time for your group to work together, there are no expectations for your group to meet outside of this time throughout the course.

The participation component of the course is based on your contributions and efforts during seminar. Each seminar you can earn up to 1 point which is converted to a grade out of 15 (divided by 2 into a half-way and final grade). To effectively contribute means to arrive on time, stay in seminar until your entire group disconnects, and drive a discussion about your milestone if it is your week to prepare it. It is important to arrive to seminar each week and participate along with your fellow group member in order to successfully complete the participation portion of the course. **If you are unable to attend seminar for a valid reason (e.g., illness, compassionate reasons, major life event, religious accommodation, etc.) you must let the instructor and your group members know *before* seminar in order to still receive the participation mark.** Any missed seminars or final presentations (regardless of whether you have a speaking role or not) without explanation, will result in a '0' for that day's contribution, and an additional 0.5 deduction for the lack of explanation regarding the absence. For example, if you attend 5 out of 6 seminars, you will receive 4.5 (5 – 0.5) out of 6, or 75% for your participation.

Field/Site Visit (Optional)

Although I would have liked to have organized a class trip to the case study site this semester, it is simply impossible at this time. However, you are still welcome to visit the GTL located in the Old Quebec Street Shoppes, where you can gain an appreciation for the number and variety of items available, and introduce yourselves as students of the course to the volunteers. If you get the chance to visit, be sure to follow all public health guidelines and specific rules outlined by the GTL before you go.

Course Resources

Required Text: Kennedy, Reed. (2020) Strategic Management. Blacksburg, VA: Virginia Tech Publishing.
Link: <https://vtechworks.lib.vt.edu/handle/10919/99282>

Accessibility: The HTML and screen reader-friendly PDF versions of this book utilize header structures and include alternative text which allow for machine-readability.

License: License: Creative Commons Attribution-Non-Commercial-Share-Alike 3.0 United States

Other Resources:

- Guelph Tool Library Official Website: <https://guelphtoolibrary.org/>
- Guelph Tool Library Inventory: <https://guelphtoolibrary.myturn.com/library/inventory/browse>
- Guelph Tool Library Annual Report (2019-2020): <https://guelphtoolibrary.org/about-us/annual-reports/2019-annual-report/>
- Guelph Tool Library Twitter Page: <https://twitter.com/GToolLibrary>
- Recent Guelph Today Article: <https://www.guelphtoday.com/following-up/guelph-tool-library-hits-10000-loan-milestone-3750551>

- Good visual overview of Project Based Learning:
<https://www.youtube.com/watch?v=geeoy3BMmE0>

Schedule and Deliverables

Topic	Week/Date	Key Focus	Textbook Chapters	Deliverable(s) Due (all deadlines are 11:59 p.m.)
Introduction and Organization	Week 1 (May 13-14)	Online course (what makes it different, what stays the same). Tools for success (stable internet, camera, microphone, etc.). Introduction to flipped classroom. Overview of course outline. Intro to Guelph Tool Library case study. Q&A for students.	n/a	Student Information Questionnaire (Due May 14); Headshot photos (Due May 14); Knowledge Check Survey (Due May 14)
Understanding Strategy and Performance	Week 2 (May 17-21)	What is Strategic Management? How does one lead strategically?	1 & 2	Weekly Quiz (Due May 19); Team Milestone Agreement (Due May 21)
Environmental and Internal Scanning	Week 3 (May 24-28)	External environment	3	Weekly Quiz (Due May 26); Project Milestone 1 (Due May 28)
	Week 4 (May 31-June 4)	Internal environment and synthesis of Strategic Issues and Analysis	4 & 5	Weekly Quiz (Due June 2); Project Milestone 2 (Due June 4)
Strategy Formulation	Week 5 (June 7-11)	Generic business-level strategies (e.g., cost, focus, differentiation)	6	Weekly Quiz (Due June 9); Project Milestone 3 (Due June 11)
	Week 6 (June 14-18)	Innovation and Competitive/cooperative moves	7	Weekly Quiz (Due June 16); Project Milestone 4 (Due June 18)

	Week 7 (June 21-25)	Corporate-level strategies (e.g., vertical integration, diversification, retrenchment, etc.)	8	Weekly Quiz (Due June 23); Project Milestone 5 (Due June 25)
Strategy Implementation	Week 8 (June 28-July 2)	Crafting organizational structure and corporate culture	10	Weekly Quiz (Due June 26); Project Milestone 6 (Due July 3)
Preparing an Executive Summary	Week 9 (July 5-9)	Executive summary final preparation and submission	n/a	Weekly Quiz (Due July 7); Project Executive Summary (Due July 9)
Preparing Final Presentations	Week 10 (July 12-16)	Presentation pitch final preparation and submission	n/a	Presentation pitch slide (Due July 16)
Delivering Final Presentations	Week 11 (July 19-23)	Final Presentation Pitches in seminar	n/a	n/a
Finalizing Final Reports	Week 12 (July 26-30)	Final Report final preparation and submission	n/a	Final Report (Due July 30)
Final Exam	Final Exam Period (August 12-20)	n/a	1-8, 10	August 13 7-9pm in Zoom

Online Course Etiquette – Zero Tolerance for Inappropriate Behaviour!

Despite being a virtual seminar, you are expected to behave the same as if you were arriving to class in person. It is crucial that each of you give (and receive!) respect to/from your colleagues within the online environment, and that at no point in time any student engages in behaviours that would be deemed as inappropriate or disrespectful in a non-virtual setting. This includes, but is not limited to, inappropriate virtual backgrounds, name-calling, verbal insults to the instructor/TA/other students, vulgar imagery or video content, intentional misuse of the Zoom system (e.g., repeatedly muting/unmuting oneself), sexually implicit comments or images, and so on. Essentially, nothing hurtful or offensive.

Please remember that the seminars will be recorded, and any such behaviours deemed inappropriate within the online context will result in the student being asked to leave the seminar, and possibly removed entirely from the course depending on the severity of their actions, and being reported to the program director. My top priority is to ensure that students have a safe space where they are free to learn and work without fear of judgment or harassment. Especially in these difficult times, it is important that we come prepared to build each other up, rather than tear each other down.

Late and Missed Assignment Penalties

Given the weekly nature of this course, milestones submitted after new content has already been introduced is not helpful to you or your group members. As a result, late penalties are very strict: Between 0-24 hours after the deadline, a penalty of 50% will be applied. More than 24 hours, the assignment will receive a 0% grade (although feedback may still be given depending on the circumstances).

Of course, life happens. If you are ill, have a religious reason, or provide ample notice of an upcoming conflict (e.g., telling me about an event planned at the start of the semester is okay, telling me the day before is not), then short extensions are possible in these circumstances.

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 by email, with your name, ID#, and a brief explanation. See the academic calendar for information on regulations and procedures for Academic Consideration:

https://www.uoguelph.ca/registrar/calendars/graduate/2018-2019/genreg/sec_d0e2502.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 Graduate Calendar:

https://www.uoguelph.ca/registrar/calendars/graduate/2018-2019/genreg/sec_d0e2952.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 Student Accessibility Services as soon as possible.

For more information, contact SAS at 519-824-4120 ext. 56208 or email sas@uoguelph.ca or see the website: <https://wellness.uoguelph.ca/accessibility/>

Course Evaluation Information

Please refer to the [Course and Instructor Evaluation Website](#)

Recording of Materials

Presentations which are made in relation to course work—including lectures—will be recorded each week given the online format of the class. If you have any issues with being recorded in this way, please notify the instructor at the beginning of the semester and we can discuss options. Material recorded is restricted to use for the course, unless further permission is requested and granted.

Drop date

The last date to drop one-semester courses, without academic penalty, is July 31, 2020. For regulations and procedures for Dropping Courses, see the Academic Calendar:

<https://www.uoguelph.ca/registrar/calendars/graduate/current/>

Date Submitted to Chair:	
Chair Signature (Approval):	
Date Approved by Chair:	