



MGMT*4000 - Strategic Management

Winter 2020 (0.5 Credit weight)

Lecture: Monday 5:30-6:50pm ROZH 101

Seminars: Mon-Wed (various times) MAC232

General Course Information

Teaching Team: Your teaching team includes your lead instructor, your Graduate Teaching Assistant (GTA) Seminar Leader and a grading GTA. Remember that we are here to support you and help you succeed in this course!

Lead Instructor: Nadège Levallet, MBA, Ph.D.
Pronouns She/her/hers
Office Location RM 308, Macdonald Stewart Hall
Office Hours To be posted on CourseLink
Department/School Gordon S. Lang School of Business and Economics

Seminar Leaders: Milad Ariani (he/his/him)
 Michael Lever (he/his/him)
 Jingen (Lena) Liang (she/her/hers)

Grading GTAs To be confirmed

Communication **Project:** use Basecamp to communicate with Seminar Leaders
Other questions: mgmt4000@uoguelph.ca – In Subject line, specify: Topic, Section, Team, and who you request an answer from. Lead Instructor and GTAs all have access to this email.

Lecture Time and Location:

Mondays 5:30-6:50 pm in ROZH101 (starting January 6, 2020)

Seminars: Starting the week of January 13, 2020

Section	Seminar Time	Seminar Location
0109	Monday 7:10pm-8:30pm	MAC232
0101	Tuesday 8:30am-9:50am	MAC232
0102	Tuesday 10-11:20 am	MAC232
0103	Tuesday 11:30am-12:50pm	MAC232
0104	Tuesday 1pm-2:20pm	MAC232
0105	Tuesday 2:30pm-3:50pm	MAC232
0106	Tuesday: 4:00pm-5:20pm	MAC232
0107	Wednesday 10am-11:20am	MAC232
0108	Wednesday 11:30am-12:50pm	MAC232

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 BComm. 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 (CLO)

There are three major learning capacities in the MGMT*4000-Strategic Management course: Key Concepts in Strategic Management; Project Management and Teamwork in Strategic Management Context; and Professional Readiness. Key pillars throughout this course are: digital innovation, sustainability and business ethics in both the local and global environments.

1. Key Concepts in Strategic Management

In MGMT*4000-Strategic Management, you will leverage and apply strategic management-specific concepts to an industry project and to other assessments. To meet this goal, you will also build upon your prior learning and previous experiences throughout your business degree.

Upon successful completion of MGMT*4000-Strategic Management, you will be able to:

- 1a. **demonstrate** competency and understanding of core business knowledge and concepts
- 1b. **identify** the links among business functions and interdependencies in order to **integrate** the different parts of business in a coherent whole and **recommend** a solution to a strategic problem
- 1c. **apply** strategic management concepts and tools to diverse contexts, for instance: Corporate Governance; Mission, Vision, Values, and Mandate; Strategy Development; Strategy Implementation; and Enterprise Risk Management
- 1d. critically **evaluate**, **iterate**, and **refine** research and analysis based on feedback received from different stakeholders

2. Project Management and Teamwork in a Strategic Management Context

Project management with a team-focused ethos is essential to succeed in MGMT*4000-Strategic Management, as are transferable, process-related business skills that you can apply beyond the course.

Upon successful completion of MGMT*4000-Strategic Management, you will be able to:

- 2a. **apply** principles of project management in an iterative manner, e.g., using feedback to revise documents and to adjust initial plans
- 2b. **demonstrate** an ability to work effectively in an interdisciplinary, diverse team, through the application of appropriate knowledge and skills, such as responsible decision-making and personal accountability
- 2c. **move** from individual excellence to collaborative excellence that goes beyond simple cooperation

- 2d. **identify** and professionally respond to team successes, challenges, and general issues and **refine** approaches to enhance teamwork and team performance

3. Professional Readiness

As you go through and complete your capstone experience of MGMT*4000-Strategic Management for your BComm degree at the University of Guelph, you are preparing yourself for post-graduation. Knowing yourself and communicating well are essential to your success, both individually and in a team environment.

Upon successful completion of MGMT*4000-Strategic Management, you will be able to:

- 3a. **reflect** on course experiences toward your professional and personal goals
- 3b. **communicate** verbally and in writing, both formally and informally, in a variety of business settings
- 3c. **brand, showcase, and market** yourself and your expertise in professional genres (including video, presentation, and documentation)

Course Assessment

Individual (60%)		Associated CLOs	Due Dates
Exit Pass Questions	8%	1a	Jan. 13 – Mar. 16 (in lecture)
Test 1 (Midterm)	15%	1a-c	Feb. 24 (during lecture time)
Test 2 (Final)	15%	1a-c	Exam period
Project Reflection	10%	2d, 3a, 3b	Apr. 3
Individual Submissions before Seminar	10%	1a-d, 2b, 3b	Weeks of Jan. 27, Feb. 3, Feb. 10, Mar. 2, Mar. 9
Seminar Participation	5%	1a-d, 2b, 3b	All Seminars
Survey (MGMT1000 Research Project)	2%	n/a	March – dates TBC
Team (40%)			
Seminar Submissions	10%	1a-d, 2b, 3b	Feb. 7, Mar. 6, Mar. 13
Project Submissions: - Insight Report with Refined Problem Statement (10%) - Poster Competition (5%) - Recommendation Report (15%)	30%	1a-d, 2a, 3b-c	Feb. 13 Mar. 29-30 Apr. 2
Team Contract	n/a	2a-d	Jan. 24
Project Management Progress Report	n/a	2a-d, 3b	Feb. 7, Feb. 14, Feb. 28, Mar. 6, Mar. 20

Teaching and Learning Practices

This course is taught in a lecture/seminar format. The teaching team is composed of the lead instructor and GTAs. The lead instructor will coordinate the course and deliver lectures with the support of GTAs. GTA seminar leaders will run seminars and coach you for the project. Grading GTAs will provide additional grading support. We work together as a team to ensure that we deliver the course in a consistent and fair manner across all sections. In return, we expect that you will treat everyone with respect.

COURSE DELIVERY

Lectures	Most lectures are lessons with three main components. The first part of the lesson will usually focus on the development, uses, and key attributes of a series of strategic management concepts and tools. The middle part of the lesson will usually involve an active learning activity in your team. The last part of the lesson will usually see you complete the Exit Pass Question assessment (see separate document). You are expected to complete the weekly readings in advance of the lectures and come to class prepared to actively participate.
Seminars	Seminars reinforce key concepts through team activities and presenting your team's work. Attendance to and participation in all seminars is critical to succeed in this course. The focus of seminars will be on completing your industry project. You will be asked to do individual research prior to seminar classes and discuss your individual findings in seminar to enhance the value of team activities. Most weeks, your team will be submitting a deliverable that will be used toward finalizing your project. While in-seminar activities will benefit your team as you work toward completing your project, these activities are starting points only. A significant amount of the work must be completed outside class with your team.

COURSE PROJECT

Industry Project	Early in the semester, teams will be formed in seminar. As a team, you will conduct a semester-long integrative project for an organization. This project leverages the knowledge and skills you have acquired over the course of your studies in the Lang School of Business and Economics as well as in this course. To complement the industry and company-specific research you will conduct, you may need to revisit past courses (e.g., marketing, operations, finance) to complete this project. The objective is to provide a strategic recommendation to your industry partner. See Industry Project assessment (separate document) for more information on the assessment and related deliverables.
Poster Competition	On March 30, 2020 , you will present your Industry Project during a Poster Competition in front of industry leaders and faculty. See Industry Project assessment (separate document) for more information on the assessment and related deliverables. Your team will be responsible for the costs associated with the printing of the Poster.

Course Resources

Text:

- MGMT4000-Strategic Management uses Open Education Resources and other resources that are free to students. Some resources we will use include:
 - Mastering Strategic Management – 1st Canadian Edition. This is an open education resource available for free. See link to textbook in CourseLink.
 - Additional readings are included in CourseLink.

Course Policies

Teamwork expectations

Attendance to and participation in all seminars is needed for a successful completion of the project.

Learning Outcome #2 of this course is related to project management and teamwork. We have implemented a number of assessments and check points to help you achieve this Learning Outcome. These include seminar submissions, team contract and project management report updates. These will help your Seminar Leader assess how your team is performing and offer support as needed.

It is **your team's responsibility** to reach out to us early if and when team challenges occur. The first step is to address the challenge within your team and to report the challenge/actions taken in your Project Management Progress Report. If these actions are ineffective, document the challenges and reach out to your Seminar Leader immediately for support. If you do not have evidence of the challenge or if you reach out too late in the semester, we may not be in a position to support the team. A team can ask their Seminar Leader to "fire" a team member only when all remediation avenues have been explored, documented, discussed with the Seminar Leader, and have proven ineffective in increasing the team member's contributions. The final decision to "fire" a team member lies with the Seminar Leader and Lead Instructor. The student in question will complete the project on their own. Other sanctions may be applied.

Grading Policies

We want you to succeed and we hope we will not have to deduct points for late submissions. However, submitting assignments on time is an important skill that is easily transferred to the workplace. For instance, if your manager asks you to send her a report by a certain date and time, you need to do it or make sure to discuss alternatives with her ahead of the due date. Similarly, unless you have discussed an extension well ahead of the due date with your seminar leader, we will generally assign late penalties of **5% per day** (including weekends) to individual assessments (i.e., deducted from the assessment mark), unless otherwise noted on specific assessment documents. The penalty per day for team assessments is set to **10% per day**. Late assignments will not be accepted once graded assignments have been returned officially to the class at large. Exceptions may apply depending on the circumstances.

Questions about a grade will only be answered within **7 days following the grade release**.

If you find yourself unable to meet course requirements by the deadlines or the criteria expected because of medical or personal reasons, we encourage you to review the regulations on academic consideration in the Academic Calendar and discuss your situation with the teaching team, program counselor or other academic counselors as appropriate.

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-grds.shtml>

Missed Assignments

A grade of zero will be assigned if you fail to submit an assignment, unless you are ill or have other compassionate reasons. Please read your Undergraduate Calendar for the regulations regarding illness and compassionate grounds. Please note that vacation travel, moving house, or outside work commitments will not be accepted as valid reasons for missing deadlines. Unless under exceptional circumstance, no extra assignment will be provided to make up for a missed assessment.

If you have religious observances which conflict with the course schedule or if you are registered with Student Accessibility Services, please contact the teaching team by **January 20, 2020** in order to make arrangements for your assessment(s) if appropriate.

Recording of Materials

Presentations which are made in relation to course work—including lectures—cannot be recorded or copied without the permission of the presenter, whether the instructor, a classmate or guest lecturer. Material recorded with permission is restricted to use for that course unless further permission is granted.

Diversity and Inclusivity Statement

It is the Teaching Team's intention to create an inclusive teaching and learning environment for us in which we respect each other's identities (including race, ethnicity, gender identity and expression, class, sexuality, religion, ability, etc.). We will do this through recognizing our diverse thoughts, perspectives, and experiences as well as by acknowledging that we are all learning and growing together. Our discussions and interactions might not always be the easiest: we will at times make mistakes in our speaking and in our listening, and we will at times need patience, courage, and/or imagination to engage productively and professionally in our activities, with our classmates, and through our own ideas and experiences. At all times, we will need respect for ourselves and for others. We are here to empower you and to help all of us learn, and we will do our best to promote inclusivity, honour diversity, and protect the safety of our classroom space as one in which we are all set up to succeed.

Territorial Acknowledgement

The Gordon S. Lang School of Business and Economics acknowledges that we live and work on the treaty lands and territory of the Mississaugas of the Credit and on the ancestral lands of the Attawandaron people. Their historical relationships with the land continue to this day.

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:

<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:

<https://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 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](#)

Drop date

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

<https://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-drop.shtml>

Course Commitment

PLEASE ACKNOWLEDGE READING AND ACCEPTING THE COURSE OUTLINE AND THE POLICIES AS STATED BY SIGNING BELOW. If you are not in a position to fully commit to the demands of this course in terms of workload, attendance to lecture and seminars, teamwork and project expectations, drop the course now and take it when your schedule is more flexible.

Name (print): _____ Signature: _____

Date: _____