LEAD*6220 Strategic Leadership in Management
Course Outline

Fall 2014
Cohort: May 2013
MA Leadership Graduate Program
Department of Management

Instructor Contact
Instructor Name: Cathleen Leitch, MSBA, PhD.
College of Business and Economics
Department of Management
Email: leitchc@uoguelph.ca
Email Policy: Please note that I generally aim to answer emails within 24 – 36 hours, with the exception of Saturdays and holidays.

Program Contact
Program Name: Charles Evans, Assistant Dean CME
Phone Number: (519) 824-4120 Ext. 53433
Email: chevans@uoguelph.ca
Office: MacKinnon Building, Room 800B
Office Hours: By appointment

Course Information
Course Title: Strategic Leadership in Management
Pre-Requisites: None
Co-Requisites: None
Restriction(s): CME Executive Programs students only
Credits: 0.50
Course Website (If applicable): OpenOnline - University of Guelph
Method of Delivery: Distance Education, Fully Online
Calendar Description

As a research intensive course in the M.A. Leadership, this course requires students to apply strategic leadership and management concepts in different organizational, external and leadership contexts through group learning dialogues, case reports and an independent research paper.

Detailed Course Description

What role do leaders play in helping a firm gain competitive advantage? Through analysis, formulation and implementation, organizational leaders often play a decisive role in determining organizational strategy and resulting firm performance. In today’s turbulent business environment, leaders must have the ability to analyze and evaluate strategic options when deciding on and implementing a course for their organizations. The formulation and implementation of successful strategy is often the difference between a firm’s success and demise. This course is designed to introduce students to the fundamental concepts of strategic management so that they may develop the analytic capabilities and core knowledge bases necessary to effectively formulate and execute business- and corporate-level strategies.

This course will be divided into four major units examining the principles of strategic analysis, strategy formulation and strategy implementation. Please note that this course has been designed according to its position in the curriculum; that is, students are expected to incorporate their knowledge of leadership, decision-making, organizational change, etc. into all of their discussions and assignments.
Learning Objectives

Upon completion of this course you should be able to:

- Create an awareness of the strategic issues facing leaders in contemporary environments
- Discuss challenges faced by leaders operating in a global arena and identify response strategies
- Develop the ability to perform high-level strategic analyses of firms and industries
- Recognize factors that may hinder the identification of strategic threats and opportunities
- Synthesize and analyze literature on strategy from both academic and practitioner sources
- Compare and contrast current research and practice
- Integrate your own organizational experiences in an informed, structured and coherent manner
- Communicate your ideas in writing in individual and group settings
- Apply extant theory to the real world of organizations
- Research, analyze and develop recommendations for organizations

About Your Instructor

Dr. Cathy Leitch is from Wisconsin and moved to southern Ontario after marrying her Canadian husband in 2010. Prior to moving to Ontario, Dr. Leitch was an Associate Professor of Management & Entrepreneurship at the University of Wisconsin – Parkside, where she taught strategy at both the undergraduate and MBA levels, as well as entrepreneurship classes. She completed her Ph.D. in Management with an emphasis in Family Business and Organizational Behavior from Texas Tech University in 1999. She has 13 years of fulltime teaching experience across several universities including the University of Nebraska-Lincoln, the University of St. Thomas (MN), the University of Wisconsin-Whitewater, and the University of Wisconsin-Parkside.

Dr. Leitch’s research focuses on the intersection of organizational behavior, entrepreneurship (family business) and strategy. For example, she has researched collaborative relationships, motivation, and family dynamics and their impact on firm performance in the context of small or family businesses, and has published in Entrepreneurship, Theory, & Practice; Journal of Small Business Management; Journal of Small Business Strategy; Journal of Developmental Entrepreneurship; International Journal of Family Business; and The Australasian Journal of University-Community Engagement.

Dr. Leitch also has many years of entrepreneurial experience in family business.
Method of Learning

This course is designed with the principles of active and problem-based discovery learning in mind. Embracing these activities is the responsibility of each individual learner. The Instructor’s role is that of a facilitator in your shared learning of the course content. The Instructor will strive to create an environment in which you will feel motivated to learn. In return, each learner has the responsibility to actively participate in the learning process.

The instructor’s goal in this course is to create an interactive learning environment through the use of course material and discussions where students can interact with each other and the course material to explore and discuss management and organizational related strategic issues. This is intended to facilitate student exploration and discussion of course related issues in order to generate ideas and solutions in the virtual classroom, the course website.

This course intends to provide students with opportunities to develop and reinforce skills to enhance critical thinking and reflective learning through active engagement and participation in the virtual classroom learning, the readings, and individual and group assignments. To enhance learning and application, students are expected to go beyond the course material and integrate knowledge from their organizational experiences, events in the media and other related and relevant resources.

Learning Resources

TEXTBOOKS
- Contemporary Strategy Analysis 8th ed. – Robert M. Grant

ARES (E-RESERVE)
- Articles and case studies placed on e-Reserve (see Schedule for a list by unit)

VIDEO
- DVD: Moneyball
Schedule: Weeks 1 and 2

Unit 01: Introduction and Strategic Analysis: Knowing the Other

REQUIRED READING

Textbooks

- Grant - Contemporary Strategy Analysis
  Chapters 1, 2 & 3 (pgs. 3-85)

eReserve

- Crossan & Kachra - Case: Starbucks

Activities

- Introduce yourself in the Discussion area

Assignments

- Learning Dialogue
- Self and peer assessments
Schedule: Weeks 3 and 4

Unit 02: Strategic Analysis: Knowing Oneself

REQUIRED READING

Textbooks

- Grant - Contemporary Strategy Analysis
  Chapters 4, 5

eReserve

- Case: Starbucks

Assignments

- Five Forces Case Analysis
- Strategic Organization Analysis Topic Submission
- Learning Dialogue
- Self and peer assessments
Schedule: Weeks 5 and 6

Unit 03: Strategy Formulation: Competitive Advantage and Strategic Change

REQUIRED READING

Textbooks

- Grant - Contemporary Strategy Analysis
  Chapters 7, part of chapter 8 (pgs. 169 - 224)

eReserve

- Case: Laughland, P. and Sparling, D. Food and Health Policy in the Ontario Ministry of Agriculture, Food and Rural Affairs.

Video

- Moneyball

Assignments

- Film Analysis
- Strategic Organization Analysis Outline
- Learning Dialogue
- Self and peer assessments
Schedule: Weeks 7 and 8

Unit 04: Strategy Implementation: Culture and Structure

REQUIRED READING

Textbooks

- Grant - Contemporary Strategy Analysis
  Chapter 6 (pgs. 141-167), chapter 8 (pgs. 224-240)

eReserve

- Gavin and Roberto - What You Don't Know About Making Decisions

Activities

- Learning Dialogue

Assignments

- Strategic Organization Analysis

Learning Dialogue

- Self and peer assessments
Course Evaluation

The grade determination for this course is indicated in the following table. Note: There is no final examination for this course.

Table 1: Course Evaluation

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning Dialogue 1</td>
<td>10%</td>
</tr>
<tr>
<td>Learning Dialogue 2</td>
<td>10%</td>
</tr>
<tr>
<td>Learning Dialogue 3</td>
<td>10%</td>
</tr>
<tr>
<td>Five Forces Case Analysis (Individual)</td>
<td>10%</td>
</tr>
<tr>
<td>Film Case Analysis (Individual)</td>
<td>20%</td>
</tr>
<tr>
<td>Strategic Organization Analysis (Team)</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Due dates for assignments are available on the Schedule

Assignment Submission and Return Policy

Students must inform faculty of the need for accommodation as soon as possible (preferably in the first 2 weeks of the course).

All assignments for this course will be submitted electronically.

Assignments should be submitted as Rich Text Format (.rtf) or Word (.doc or .docx).

When submitting your assignments using the Dropbox, be sure to not leave the page until your assignment has successfully uploaded. To verify that your submission was complete, you can view the Dropbox submission history immediately after the upload to see which files uploaded successfully. The system will also email you a receipt. Save this email receipt as proof of submission.

Once your assignments are marked you can view your grades on the course website by clicking on the "Grades" link in the navigation bar.

Your instructor will try to have grades posted online within 2 weeks of the submission deadline, if received on time.
Technical Requirements

Students are responsible for ensuring that their computer system meets the necessary specific technical requirements of their program.

Technical Support

If you need any assistance with the software tools or the website, contact the Open Learning and Educational Support (OpenEd) Help Desk.

  Open Learning and Educational Support  
  University of Guelph  
  Day Hall, Room 211

  Email: help@OpenEd.uoguelph.ca  
  Tel: 519-824-4120 ext. 56939  
  Toll-Free (CAN/USA): 1-866-275-1478

  Hours of Operations:  
  Monday - Friday: 8:30am – 8:30pm Eastern Time  
  Saturday: 10:00am – 4:00pm Eastern Time  
  Sunday: 12:00pm - Midnight

Policies and Regulations

E-mail Communication

As per university regulations, all students are required to check their <uoguelph.ca> e-mail account regularly: e-mail is the official route of communication between the University and its students.

When You Cannot Meet a Course Requirement

When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor (or designated person, such as a teaching assistant) in writing, with your name, id#, and e-mail contact.

See the Graduate Calendar for information on regulations and procedures for Academic Consideration.

Drop Date

Refer to the Graduate Calendar for the Schedule of Dates.
Copies of Out-of-Class Assignments

Keep paper and/or other reliable back-up copies of all out-of-class assignments: you may be asked to resubmit work at any time.

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 CSD website.

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.

The Academic Misconduct Policy is detailed in the Graduate Calendar.

Copyright

All content within this course is copyright protected. Third party copyrighted materials (such as book chapters and articles) have either been licensed for use in this course, or have been copied under an exception or limitation in Canadian Copyright law.

The fair dealing exemption in Canada's Copyright Act permits students to reproduce short excerpts from copyright-protected materials for purposes such as research, education, private study, criticism and review, with proper attribution. Any other copying, communicating, or distribution of any content provided in this course, except as permitted by law, may be an infringement of copyright if done without proper license or the consent of the copyright owner. Examples of infringing uses of copyrighted works would include uploading materials to a commercial third party web site, or making paper or electronic reproductions of all, or a substantial part, of works such as textbooks for commercial purposes.
Students who upload to CourseLink copyrighted materials such as book chapters, journal articles, or materials taken from the Internet, must ensure that they comply with Canadian Copyright law or with the terms of the University’s electronic resource licenses.

For more information about students’ rights and obligations with respect to copyrighted works, see Fair Dealing Guidance for Students.

Grades

The assignment of grades at the University of Guelph is based on clearly defined standards, which are published in the Graduate Calendar for the benefit of faculty and students.

Grades Schedule

In courses, which comprise a part of the student’s program, standings will be reported according to the following schedule of grades:

- A+ 90-100%
- A 85-89
- A- 80-84
- B+ 77-79
- B 73-76
- B- 70-72
- C+ 67-69
- C 65-66
- F 0-64

The minimum passing grade is 65%.

The Grades Schedule can be referenced in the Graduate Calendar.

Grade Interpretation

The definitions for each of the numerical grade range (letter grades) is as follows:

90-100 (A+) Outstanding. The student demonstrated a mastery of the course material at a level of performance exceeding that of most scholarship students and warranting consideration for a graduation award.

80-89 (A- to A) Very Good to Excellent. The student demonstrated a very good understanding of the material at a level of performance warranting scholarship consideration.
70-79 (B) **Acceptable to Good.** The student demonstrated an adequate to good understanding of the course material at a level of performance sufficient to complete the program of study.

65-69 (C) **Minimally Acceptable.** The student demonstrated an understanding of the material sufficient to pass the course but at a level of performance lower than expected from continuing graduate students.

0-64 (F) **Fail.** An inadequate performance.

Further information on **Grade Interpretation** is outlined in the Graduate Calendar.

**Graduate Student Responsibilities**

From the choice of Advisor, choice of research project and through to degree completion, graduate students must recognize that they carry the primary responsibility for their success. The responsibilities assigned to Advisors, Advisory Committees and Departments provide the framework within which students can achieve success. Students should take full advantage of the knowledge and advice that the Advisor and Advisory Committee have to offer and make the effort to keep the lines of communication open. The **Graduate Student Responsibilities** are located in the Graduate Calendar.

**General Regulations**

Graduates students are expected to be familiar with the **General Regulations** in the Graduate Calendar, including those related to university-wide policies on admission, registration, graduation, theses, fees and other subjects of importance to graduate students.

**Plagiarism Detection Software**

Students should be aware that faculty have the right to use software to aid in the detection of plagiarism or copying and to examine students orally on submitted work. For students found guilty of academic misconduct, serious penalties, up to and including suspension or expulsion from the University can be imposed.

**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.
Religious Holidays

Should a student need to miss scheduled tests, mid-term examinations, final examinations, or requirements to attend classes and participate in laboratories for religious reasons, please advise the instructor within two weeks of the distribution of this course outline so that alternate arrangements can be made.

Acceptable Use

The University of Guelph has an Acceptable Use Policy, which you are expected to adhere to.

Resources

The Graduate Calendar is the source of information about the University of Guelph’s procedures, policies and regulations that apply to graduate programs.