

## Course Outline

1. COURSE INFORMATION			
<b>Session Offered</b>	Fall 2015		
<b>Course Name</b>	Strategic Management		
<b>Course Code</b>	GENTECH 4FT3		
<b>Date(s) and Time(s) of lectures</b>	C01: MO: 3:30-4:20pm TH: 10:30am-12:20pm  C02: MO: 9:30-11:20am TH: 4:30-5:20pm	C03: MO: 5:30-6:20pm TH: 10:30am-12:20pm	
<b>Program Name</b>	One of the following: Automotive and Vehicle Technology / Biotechnology / Process Automation Technology		
<b>Calendar Description</b>	This capstone course examines the 'total' view of the organization and how it relates and interacts with various factors in its environment to gain long-term sustainable advantage.		
<b>Instructor(s)</b>	Allan MacKenzie (C01 & C02)	Email: mackenza@mcmaster.ca Phone: 905.525.9140 ext. 20208 Office: ETB/205 Office Hours: By advance appointment only	
	Laurence Smith (C03)	E-Mail: lasmith@mcmaster.ca Phone: 905.575.1212 ext. 3699 Office: ETB/209 Office Hours: By advance appointment only	
2.			
<b>Course Description</b>	This course aims to integrate knowledge assembled in lower level, introductory courses for the purpose of giving long-term direction to an organization. Within the confines of competing theoretical frameworks for analysis, students will consider strategic options for the successful implementation of technology and change within organizations.		
<b>Instruction Type</b>	<b>Code</b>	<b>Type</b>	<b>Hours per term</b>
	C	Classroom instruction	39
	L	Laboratory, workshop or fieldwork	
	T	Tutorial	
	DE	Distance education	
	<b>Total Hours</b>		<b>39</b>
<b>Resources</b>	<b>ISBN</b>	<b>Textbook Title &amp; Edition</b>	<b>Author &amp; Publisher</b>
	978-0-13-215810-7	Strategic Analysis and Action [8ed]	M.M. Crossan, M.J. Rouse, J.J. Fry and J.P. Killing (Pearson Canada)
	<b>Software (Required)</b>	GLO-BUS Business Strategy Simulation Software <a href="http://www.glo-bus.com">www.glo-bus.com</a> Cost: \$44.95US per student (ordered online)	
	<b>Other Supplies</b>	PowerPoint slides and supporting material will be provided via electronic files on the course A2L site	

<b>Prerequisite(s)</b>	GEN TECH 3FF3, 3ET3 and/or 4ET3 and registration in Level 4 of Automotive and Vehicle Technology, Biotechnology or Process Automation Technology
<b>Corequisite(s)</b>	N/A
<b>Antirequisite(s)</b>	GEN TECH 3FT3, 3SF3, 4SF3
<b>Course Specific Policies</b>	<p>It is expected that students read the material that is coming under discussion prior to class. Students are expected to attend and actively participate during class sessions offering insight, comment, reinforcement, contrary views, and underscoring examples. All homework assignments submitted for evaluation are completed by word processor software.</p> <p><b>Course Communications:</b></p> <ul style="list-style-type: none"> <li>• It is your responsibility to check Avenue daily – everything you will need is there and any important announcements will be posted there. Set your home page to the news feed for the course. See the Course A2L Website for any updates.</li> <li>• We only respond to emails from students' McMaster email accounts. Ensure that your Mac account is activated and has space to receive emails. We reply to emails only once, and if it returns to us as "undeliverable mail" we do not attempt any further replies. We do not respond to emails asking questions to which the answer is readily available in the course outline or Avenue.</li> <li>• Other than laptops for course related content, no mobile or other devices may be used during class</li> </ul> <p><b>Switching Classes:</b></p> <p>You are required to attend the class days/times for the section in which you are registered. It is possible to attend another class day/time occasionally for specific conflicts that are both urgent and important in nature, such as a job interview – <b><u>however you must get prior approval from the instructor.</u></b></p> <p><b>GLO-BUS Business Simulation (Group):</b></p> <p>This course will use a GLO-BUS simulation software tool to reinforce and apply the theoretical learning. The simulation will involve your group in analyzing available information and make critical decisions to solve a business challenge. The purpose is to investigate ideas and outcomes and to ultimately master the application of course principles and concepts within a real-time business environment.</p> <ul style="list-style-type: none"> <li>• Working in a team's of 3 to 4 students (self-selected) you will be assigned to run a digital camera company through nine (9) weekly decision rounds (each decision round represents a year of the company operations).</li> <li>• Weekly decision rounds will automatically close <b><u>Sunday evening at 11:59pm</u></b> and will process the last decisions your team made before the deadline.</li> <li>• Each student is individually responsible for registering and paying for the GLO-BUS simulation online by the end of the first week of classes.</li> <li>• This group simulation is a mandatory component of the course. Students cannot individually complete the simulation.</li> </ul> <p><b>Online GLO-BUS Simulation Quizzes:</b></p> <p>There are two mandatory online GLO-BUS quizzes that focus on your understanding and provide you with feedback on the: GLO-BUS Participant's Guide, Industry Reports and Competitive Intelligence Reports. The aim for the quizzes is to learn what is going on in the simulation rather than "testing" you.</p>

The 20 questions for both Quiz 1 and Quiz 2 are chosen randomly from a larger assessment bank.

- **Note:** There will not be any make-up assignments for missed quizzes whatever the reason.
- **Any collaboration, posting or sharing of online quiz questions or answers with other students will constitute academic dishonesty.**

**Midterm Exam:**

The midterm will be a common exam written by all sections outside of regular class time on during the week of Nov 2 - 5 (**the exact date/time TBA by 3<sup>rd</sup> week of classes**). The midterm exam format will include multiple-choice questions and application-focused short answer questions covering course material from weeks 1 -7.

- Please note that there are no deferred mid-term examinations in this course. If, for any reason a student misses a mid-term examination, the value of that examination will be applied to the cumulative final examination (**i.e. a missed midterm exam will result in the cumulative final examination being weighted at 55% of the final grade**).
- MSAF is not permissible for weights on evaluations (i.e. midterm, final exam) that are greater than or equal to 25%. **Any attempt to submit a falsified MSAF for this course for a missed midterm exam constitutes academic dishonesty and charges may be filed with the Office of Academic Integrity.**

**Final Exam:**

The cumulative final exam will be written during the scheduled examination period. The final exam format will include multiple-choice questions, application-focused short answer questions and questions related to a case incident specific to the constraints presented in the case.

**Note: Students must achieve a cumulative passing mark on the combined midterm and final exam assessment to pass the course. This means students must achieve an overall passing grade in the course, plus achieve a minimum grade 27.5/55 from the total of the midterm and final exam assessments.**

**In-Class Active Learning Component:**

Throughout the term there will be a number of in-class activities. Each activity will address topics and outcomes listed within the course outline and will require work to be performed within the class setting. These may take the form of completing reflection reports, critical thinking questions, mini-cases, analyzing videos/film clips, and application exercises. The instructor will notify students as to the assessment criteria and format - i.e. individual or group at the time of the activity.

- You must be in the proper section for which you are registered and present during the entire class in which the activity is assigned for it to be graded by the instructor.
- Missed classes which result in missed in-class activities will not be accommodated unless timely medical/legal documentation can be provided. See course outline for further information about academic work missed and guidelines regarding the McMaster Student Absence Form (MSAF).

There will be a number of active-learning activities and the instructor will pick the best of "?" based on the total number of activities completed during the term. Exercises will be graded based on completion, accuracy, and amount of effort shown by the student.

<b>Departmental Policies</b>	<p>Students must maintain a GPA of 3.5/12 to continue in the program.</p> <p>In order to achieve the required learning objectives, on average, B.Tech. students can expect to do at least 3 hours of “out-of-class” work for every scheduled hour in class. “Out-of-class” work includes reading, research, assignments and preparation for tests and examinations.</p> <p>Where group work is indicated in the course outline, such collaborative work is mandatory.</p> <p>The use of cell phones, iPods, laptops and other personal electronic devices are prohibited from the classroom during the class time, unless the instructor makes an explicit exception.</p> <p>Announcements made in class or placed on Avenue are considered to have been communicated to all students including those individuals that are not in class.</p> <p>Instructor has the right to submit work to software to identify plagiarism.</p>	
<b>3. SUB TOPIC(S)</b>		
Week 1: Sep 8-13	<p><b>Course Overview &amp; Intro to GLO-BUS</b></p> <ul style="list-style-type: none"> <li>Using GLO-BUS simulation to learn strategy and its influence on operations and profitability</li> </ul>	<p><b>GLO-BUS SIM:</b></p> <ul style="list-style-type: none"> <li>Teams Due: Sun, Sep 13 in-class (self-selected)</li> <li>Student individually register for GLO-BUS</li> <li>Read GLO-BUS Participant Guide (26pgs)</li> </ul>
Week 2: Sep 14-20	<p><b>Developing a General Manager’s perspective The Big Picture;</b></p> <ul style="list-style-type: none"> <li>How strategy influences operations</li> <li>Roles of different kinds of management</li> </ul> <p><b>Intro to Differentiation vs Cost strategies</b></p> <ul style="list-style-type: none"> <li>Porter’s generic competitive strategies development tool</li> </ul>	<p><b>GLO-BUS SIM:</b></p> <ul style="list-style-type: none"> <li>Practice 1 group decision round due: Sep 20, 2015</li> <li>Online Quiz #1 (2%): <ul style="list-style-type: none"> <li>○ <b>Sep 20@11:59pm</b></li> </ul> </li> </ul> <p><b>TEXTBOOK READING:</b></p> <ul style="list-style-type: none"> <li>Textbook CH 01</li> </ul> <p><b>SUPPLEMENTAL READING:</b></p> <ul style="list-style-type: none"> <li>Porters Competitive Strategies PDF</li> </ul>
Week 3: Sep 21-27	<p><b>Essentials of the Strategy Model</b></p> <ul style="list-style-type: none"> <li>Linking strategic intentions to operational parameters in the search for consistency</li> </ul> <p><b>Assessing Strategy - Diamond-E Framework</b></p> <ul style="list-style-type: none"> <li>Assessing the environmental (competitive) constraints in the industry and economy</li> </ul>	<p><b>GLO-BUS SIM:</b></p> <ul style="list-style-type: none"> <li>Practice 2 group decision round due: Sep 27, 2015</li> <li>Online Quiz #2 (3%): <ul style="list-style-type: none"> <li>○ <b>Sep 27@11:59pm</b></li> </ul> </li> </ul> <p><b>TEXTBOOK READING:</b></p> <ul style="list-style-type: none"> <li>Chapters 2 &amp; 3</li> </ul>
Week 4: Sep 28-Oct 4	<p><b>Strategy – Environment Linkage</b></p> <ul style="list-style-type: none"> <li>Tools for environmental analysis</li> <li>Porter’s five forces to help assess strategic opportunity</li> </ul>	<p><b>GLO-BUS SIM (live):</b> Decision round (yr. 6) due: <b>Oct 4, 2015</b></p> <p><b>TEXTBOOK READING:</b></p> <ul style="list-style-type: none"> <li>Chapter 4 &amp; 5</li> </ul>

Week 5: Oct 5-11	<b>Strategy – Resource Linkage</b> <ul style="list-style-type: none"> <li>Investigating how can the organisation implement the strategy given resource constraints</li> </ul>	<b>GLO-BUS SIM (live):</b> <ul style="list-style-type: none"> <li>Decision round (yr. 7) due: <b>Oct 11, 2015</b></li> </ul> <b>TEXTBOOK READING:</b> <ul style="list-style-type: none"> <li>Chapter 6</li> </ul>
<b>Midterm Recess (Monday, October 12 to Sunday, October 18)</b>		
Week 6: Oct 19-25	<b>Strategy – Management Preferences Linkage</b> <ul style="list-style-type: none"> <li>How management preferences and organisational culture influences strategy success</li> <li>Management’s personality and its “support” for the strategy</li> </ul>	<b>GLO-BUS SIM (live):</b> <ul style="list-style-type: none"> <li>Decision round (yr. 8) due: <b>Oct 25, 2015</b></li> </ul> <b>TEXTBOOK READING:</b> <ul style="list-style-type: none"> <li>Chapter 7</li> </ul>
Week 7: Oct 26-Nov 1	<b>Strategy – Capabilities Linkage</b> <ul style="list-style-type: none"> <li>Identifying and analyzing the key organizational capabilities required to successfully implement a strategic proposal</li> </ul>	<b>GLO-BUS SIM (live):</b> <ul style="list-style-type: none"> <li>Decision round (yr. 9) due: <b>Nov 1, 2015</b></li> </ul> <b>TEXTBOOK READING:</b> <ul style="list-style-type: none"> <li>Chapter 8</li> </ul>
Week 8: Nov 2-8	<b>EVENING MIDTERM FOR ALL SECTIONS</b> <ul style="list-style-type: none"> <li>Midterm Exam (25%)</li> <li>Time/Date: TBA</li> </ul> <i>(All GENTECH 4FT3 class sections are cancelled this week to focus on midterm &amp; GLO-BUS)</i>	<b>GLO-BUS SIM (live):</b> <ul style="list-style-type: none"> <li>Decision round (yr. 10) due: <b>Nov 8, 2015</b></li> </ul>
Week 9: Nov 9-15	<b>Leadership and Strategy</b> <ul style="list-style-type: none"> <li>Leadership behaviours and capabilities to successful support strategy change</li> </ul>	<b>GLO-BUS SIM (live):</b> <ul style="list-style-type: none"> <li>Decision round (yr. 11) due: <b>Nov 15, 2015</b></li> </ul> <b>SUPPLEMENTAL READING:</b> <ul style="list-style-type: none"> <li>Path-Goal Model PDF</li> </ul>
Week 10: Nov 16-22	<b>Cost leadership as a Strategy (detailed content)</b> <ul style="list-style-type: none"> <li>Marketing, operational and human resources characteristics of a cost strategy</li> </ul>	<b>GLO-BUS SIM (live):</b> <ul style="list-style-type: none"> <li>Decision round (yr. 12) due: <b>Nov 22, 2015</b></li> </ul> <b>SUPPLEMENTAL READING:</b> <ul style="list-style-type: none"> <li>Cost Leadership Strategy PDF</li> </ul>
Week 11: Nov 23-29	<b>Differentiation as a Strategy (detailed content)</b> <ul style="list-style-type: none"> <li>Marketing, operational and human resources characteristics of differentiation</li> </ul>	<b>GLO-BUS SIM (live):</b> <ul style="list-style-type: none"> <li>Decision round (yr. 13) due: <b>Nov 29, 2015</b></li> </ul> <b>SUPPLEMENTAL READING:</b> <ul style="list-style-type: none"> <li>Differentiation Strategy PDF</li> </ul>
Week 12: Nov 30-Dec 6	<b>Strategy Implementation</b> <ul style="list-style-type: none"> <li>Strategic choice dynamics</li> <li>Implementing strategy change</li> </ul>	<b>GLO-BUS SIM (live):</b> <ul style="list-style-type: none"> <li>Decision round (yr. 14) due: <b>Dec 6, 2015</b></li> </ul> <b>TEXTBOOK READING:</b> <ul style="list-style-type: none"> <li>Chapters 9 &amp; 10</li> </ul>

Week 13: Dec 7-8	<b>Course Wrap-up</b> <ul style="list-style-type: none"> <li>• GLO-BUS Lessons Learned</li> <li>• Final Exam Review</li> </ul>	
Classes end – Tuesday December 8, 2015 Final examination period: Wednesday, December 9, 2015 to Tuesday, December 22, 2015 All examinations MUST BE written during the scheduled examination period.		
Note that this structure represents a plan and is subject to adjustment term by term.		
The instructor and the University reserve the right to modify elements of the course during the term. The University may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes.		
<b>4. ASSESSMENT OF LEARNING *including dates*</b>		<b>Weight</b>
Online GLO-BUS Quizzes ( <i>Q1 – 2% and Q2 – 3%</i> )		5%
Active Learning: ( <i>As announced</i> ) <ul style="list-style-type: none"> <li>• Randomly assigned in-class activities, exercises, reflection reports, etc.</li> </ul>		10%
Midterm Exam( <i>October 26 - 31, the exact date/time TBA</i> )		25%
Group Project ( <i>9 weekly GLO-BUS simulation decision rounds</i> )		30%
Comprehensive Final Examination( <i>TBA between December 9 - 22</i> )		30%
<b>TOTAL</b>		<b>100%</b>
Percentage grades will be converted to letter grades and grade points per the University calendar.		
<b>5. LEARNING OUTCOMES</b>		
1. Compare & contrast the characteristics and success behaviours of general managers.		
2. Understand the characteristics of a cost versus a differentiation strategy.		
3. Evaluate the strengths and weaknesses of a business strategy by analysing operational consistency with the strategy.		
4. Design and execute a strategic plan in a competitive environment using a simulation tool		
<b>6.POLICIES</b>		
<b>Anti-Discrimination</b>		
The Faculty of Engineering is concerned with ensuring an environment that is free of all discrimination. If there is a problem, individuals are reminded that they should contact the Department Chair, the Sexual Harassment Officer or the Human Rights Consultant, as soon as possible. <a href="http://www.mcmaster.ca/policy/General/HR/Anti-Discrimination%20policy.pdf">http://www.mcmaster.ca/policy/General/HR/Anti-Discrimination%20policy.pdf</a>		
<b>Academic Integrity</b>		
You are required to exhibit honestly and use ethical behaviour in all aspects if the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.		
Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.		
It is your responsibility to understand what constitutes academic dishonesty. For information on the various kinds of academic dishonesty please refer to the Academic Integrity Policy, located at: <a href="http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf">http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf</a> .		
The following illustrates only three forms of academic dishonesty:		
1. Plagiarism. E.g. the submission of work that is not own or for which other credit has been obtained		
2. Improper collaboration in group work		
3. Copying or using unauthorized aids in tests and examinations.		

### Requests for Relief for Missed Academic Term Work (Assignments, Mid-Terms, etc.)

The McMaster Student Absence Form is a self reporting tool for **Undergraduate Students** to report absences that last up to 3 days and provides the ability to request accommodation for any missed academic work. Please note, this tool cannot be used during any final examination period.

You may submit a maximum of 1 Academic Work Missed requests per term. It is YOUR responsibility to follow up with your Instructor immediately regarding the nature of the accommodation.

If you are absent more than 3 days or exceed 1 request per term you **MUST** visit your Associate Dean's Office (Faculty Office). You may be required to provide supporting documentation.

This form should be filled out immediately when you are about to return to class after your absence.  
<http://www.mcmaster.ca/msaf/>

### E-Learning Policy

Consistent with the Bachelor of Technology's policy to utilize e-learning as a complement to traditional classroom instruction, students are expected to obtain appropriate passwords and accounts to access Avenue To Learn for this course. Materials will be posted by class for student download. It is expected that students will avail themselves of these materials prior to class. Students should be aware that, when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail account, and program affiliation may become apparent to all other students in the course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure. If you have any questions or concerns about this disclosure please discuss this with the course instructor. Avenue can be accessed via

<http://avenue.mcmaster.ca>.

### Communications

It is the student's responsibility to:

- Maintain current contact information with the University, including address, phone numbers, and emergency contact information.
- Use the University provided e-mail address or maintain a valid forwarding e-mail address.
- Regularly check the official University communications channels. Official University communications are considered received if sent by postal mail, by fax, or by e-mail to the student's designated primary e-mail account via their @mcmaster.ca alias.
- Accept that forwarded e-mails may be lost and that e-mail is considered received if sent via the student's @mcmaster.ca alias.
- Check the McMaster/Avenue email and course websites on a regular basis during the term.

### Turnitin (Optional)

This course will be using a web-based service (Turnitin.com) to reveal plagiarism. Students submit their assignment/work electronically to Turnitin.com where it is checked against the internet, published works and Turnitin's database for similar or identical work. If Turnitin finds similar or identical work that has not been properly cited, a report is sent to the instructor showing the student's work and the original source. The instructor reviews what Turnitin has found and then determines if he/she thinks there is a problem with the work. Students who do not wish to submit their work to Turnitin.com must still submit a copy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, etc.). To see the Turnitin.com Policy, please go to

<http://www.mcmaster.ca/academicintegrity/turnitin/students/>

### Protection of Privacy Act (FIPPA)

The Freedom of Information and Protection of Privacy Act (FIPPA) applies to universities. Instructors should take care to protect student names, student numbers, grades and all other personal information at all times. For example, the submission and return of assignments and posting of grades must be done in a manner that ensures confidentiality.

<http://www.mcmaster.ca/univsec/fippa/fippa.cfm>

## Academic Accommodation of Students with Disabilities Policy

Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail [sas@mcmaster.ca](mailto:sas@mcmaster.ca). For further information consult McMaster's policy for Academic Accommodation of Students with Disabilities

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf>

Students must forward a copy of the SAS accommodation to the instructor of each course and to the Program Administrator of the B.Tech. Program immediately upon receipt. If a student with a disability chooses NOT to take advantage of a SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. <http://sas.mcmaster.ca>

## Student Code of Conduct

The Student Code of Conduct (SCC) exists to promote the safety and security of all the students in the McMaster community and to encourage respect for others, their property and the laws of the land. McMaster University is a community which values mutual respect for the rights, responsibilities, dignity and well-being of others. The purpose of the Student Code of Conduct is to outline accepted standards of behavior that are harmonious with the goals and the well-being of the University community, and to define the procedures to be followed when students fail to meet the accepted standards of behavior. All students have the responsibility to familiarize themselves with the University regulations and the conduct expected of them while studying at McMaster University.

<http://judicialaffairs.mcmaster.ca/pdf/SCC.pdf>