

Course Outline

1. COURSE INFORMATION

Session Offered	Fall 2020 (Remote Blended Delivery)	
Course Name	Strategic Management	
Course Code	GENTECH 4FT3	
Date(s) and Time(s) of lectures	C01: MO: 9:30am-10:20am / TH: 9:30am-11:20am (Remote Blended Delivery) C02: MO: 3:30pm-4:20pm / WE: 3:30pm-5:20pm (Remote Blended Delivery) C03: MO: 12:30pm-2:20pm / TU: 1:30pm-2:20pm (Remote Blended Delivery)	
Program Name	One of the following: Automation Engineering Technology / Automotive and Vehicle Engineering Technology / Biotechnology	
Calendar Description	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.	
Instructor(s)	Allan MacKenzie <i>Sections: C02 & C03</i>	E-Mail: mackenza@mcmaster.ca Office: Remote Office Office Hours: By advance appointment only
	Laurence Smith <i>Section: C01</i>	E-Mail: lasmith@mcmaster.ca Office: Remote Office Office Hours: By advance appointment only
Teaching Assistant(s)	Aljen Que, BTech, M.Eng	E-mail: quea@mcmaster.ca

2. COURSE SPECIFICS

Course Description	This course aims to integrate knowledge assembled in the lower level, introductory courses to give long-term direction to an organization. Within the confines of competing for theoretical frameworks for analysis, students will consider strategic options for the successful implementation of technology and change within organizations.		
Instruction Type	Code	Type	Hours per term
	C	Classroom instruction	
	L	Laboratory, workshop or fieldwork	
	T	Tutorial	
	DE	Distance education	39
	Total Hours		39
Resources	ISBN	Textbook Title & Edition	Author & Publisher
	Open Educational Resource	Mastering Strategic Management [1 st CA Ed]	Janice Edwards eCampusOntario
	Other Supplies	Source	
	Software (Required)	GLO-BUS Online Business Strategy Simulation www.glo-bus.com Cost: Registration provided by the SEPT	

	Other Supplies:	Video lessons, course notes/slides and other supplemental materials will be provided via electronic data files on A2L course site
Prerequisite(s)	GEN TECH 3FF3, 3ET3 and registration in Level 4 of Automotive and Vehicle Engineering Technology, Biotechnology or Automation Engineering Technology	
Corequisite(s)	N/A	
Antirequisite(s)	GEN TECH 3FT3, 3SF3, 4SF3	
Departmental Policies	<ul style="list-style-type: none"> • Students must maintain a GPA of 3.5/12 to continue in the program. • 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. • Where group work is indicated in the course outline, such collaborative work is mandatory. • The use of cell phones, iPods, laptops and other personal electronic devices are prohibited from the virtual classroom unless the instructor makes an explicit exception. • 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. • The instructor has the right to submit work to software to identify plagiarism. 	
Course Specific Policies	<p>Course Communications:</p> <ul style="list-style-type: none"> • 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. • We only respond to e-mails from students' McMaster e-mail accounts. Ensure that your Mac account is activated and has space to receive e-mails. We reply to e-mails only once, and if it returns to us as "undeliverable mail," we do not attempt any further replies. We do not respond to e-mails asking questions to which the answer is readily available in the course outline or Avenue. • Other than laptops/tablets for remote lectures/meetings, WOULD RECOMMEND NOT HAVING YOUR MOBILE AT YOUR REMOTE WORK STATION. <p>Switching Remote Classes/Progress Meetings: You are required to attend the remote class/progress meetings on the days/times for the section in which you are registered.</p> <p>Online GLO-BUS Business Simulation (Group): This course will use a GLO-BUS simulation software tool to reinforce and apply course material. 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>	

- Working in a team of 3 to 4 students (self-selected), you will be assigned to run a global camera company through eight (8) weekly decision periods (each period represents a year of the company operations).
- Weekly decision rounds will automatically close **Sunday at 11:59 pm** and will process the last decisions your team made before the deadline.
- Each student is individually responsible for registering for the GLO-BUS simulation online by the end of the first week of classes.
- This group simulation is a mandatory component of the course. Students cannot individually complete the simulation.

Online GLO-BUS 3-Year Strategic Plan:

Your group will be crafting a 3YR strategic plan within GLO-BUS representing the periods of Year 9 thru 11. Scores are tied to whether your company meets or beats its stated performance targets for EPS, ROE, stock price, credit rating, and image rating for each of the three years of the plan. **The 3-Year Strategic Plan scoring is based on the principle that a company's strategic plan is "good" if management achieved or exceeded the targeted levels of performance and if these targets contained some "stretch."**

- Your team will not be rewarded with a "good" grade for a strategic plan that over-promises and under-delivers.
- On the flip-side, your team will not be rewarded by "sandbagging" and setting easily achieved performance targets.

Your company board and shareholders want to see 'realistic aspiring' targets.

Online GLO-BUS Peer Evaluation:

At the end of the GLO-BUS exercise, each co-manager will complete a mandatory "peer evaluations" of their co-managers and also do a self-evaluation (using the same form). Co-managers' responses to the comprehensive 12-question peer evaluation form provide feedback about how well a company's management team functioned — attendance at meetings, teamwork, knowledge of company operations, the contribution of ideas and suggestions, and leadership.

- Peer evaluations are "confidential reports" and seen only by the instructor.
- **All peer evaluations will be benchmarked against each co-manager's activity logs for verification of an appropriate rating score by the instructor.**

Online GLO-BUS Simulation Quizzes (BONUS):

Two online GLO-BUS bonus quizzes focus on your understanding and provide you with feedback on the: GLO-BUS Participant's Guide, Industry Reports and Competitive Intelligence Reports. The quizzes aim to help you learn what is going on in the simulation rather than "testing" you. 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.**

Practice Case Analysis Exercises (Group):

There will be three (3) practice case analysis worksheets to be completed to help you apply and analyze the linkages of the Diamond-E model elements. You are required to use the supplied case analysis worksheet, which can be completed in point form. Each submission will be a group effort of your assigned GLO-BUS team members. The specific cases to be analyzed will be listed in the assignment deliverables folder on the A2L course site.

- M4S1: Plastic Plastic Everywhere – **Due Sun, Nov 15 @ 11:59pm**
- M4S2: Van Hootan Cookies - **Due Sun, Nov 22 @ 11:59pm**
- M4S3: VJM is Feeling Unwell - **Due Sun, Nov 29 @ 11:59pm**

Group Case Analysis Report:

Assess your ability to think logically, incorporate and persuasively discuss the Diamond-E elements. Each submission will be a group effort of your assigned GLO-BUS team members.

All student reports must be an individual effort and using the student's own words. All reports will be submitted to software to identify plagiarism and must comply with the University's academic integrity policy.

Late assignments in any part of the course will receive an immediate 10% deduction from the assignment mark; plus a further 10% late penalty per day will be applied and deducted from the assignment mark. Assignments that have not been submitted within three (3) days after the due date will not be graded and will receive a score of ZERO.

Active Learning /Team Progress Meetings Component:

- Throughout the term, there will be five (5) scheduled instructor-student team 1on1 meetings held over the Zoom platform. During the meetings, the instructor and team members will discuss GLO-BUS progress and review course materials. Meeting status notes must be completed according to deliverables using the specific template preparation/review of these meetings.
- There are two (2) online quizzes that will assess your understanding of the material from Module 3 and Module 4. These are completed online via A2L and open Thursday at 5:00 pm and close Sunday at 11:59 pm during the scheduled week

Final Exam:

The cumulative final exam will be written online during the scheduled examination period. The final exam format will include MCQs, SAQs and an analysis using the Diamond-E framework related to a case incident and the constraints presented in the case.

Note: Students must achieve a passing mark on the final exam assessment to pass the course. This means students must achieve an overall passing grade in the other course assessments, plus achieve a minimum score 15/30 on the final exam to pass the course.

3. SUB TOPIC(S)		
Week 1: Sep 8	M1: Course Landscape 1.1. Course Design & Delivery 1.2. GLO-BUS Simulation	GLO-BUS SIM: <ul style="list-style-type: none"> • Teams Due: Sun, Sep 18 (self-selected) • Student individually register for GLO-BUS • Read GLO-BUS Participant Guide (26pgs)
Week 2: Sep 14	M2: Big Picture Mindset 2.1: GM Perspective 2.2: Strategy & DE Overview	GLO-BUS SIM: <ul style="list-style-type: none"> • Practice 1 decision round ending: Sep 20 • Online Quiz #1 (2%): <ul style="list-style-type: none"> ○ Sep 20 @ 11:59pm eTEXTBOOK READING: Chapter 1 – 2
Week 3: Sep 21	M3: Environment Analysis Tools 3.1: PEST 3.2: Porters 5 Forces	GLO-BUS SIM: <ul style="list-style-type: none"> • Practice 2 decision round due: Sep 27 • Online Quiz #2 (3%): <ul style="list-style-type: none"> ○ Sep 27 @ 11:59pm eTEXTBOOK READING: Chapter 1 – 2
Week 4: Sep 28	M3: Environment Analysis Tools 3.3: Scenario Planning 3.4: Blue Ocean	GLO-BUS SIM: <ul style="list-style-type: none"> • DR1-live (yr.6) due: <ul style="list-style-type: none"> ○ Oct 04 @ 11:59pm MODULE 3 ONLINE QUIZ (A2L) Open: Oct 1@5:00pm – Close: Oct 4@11:59pm SUPPLEMENTAL READING: Scenario Example Blue Ocean Video
Week 5: Oct 6	M4: Strategy Frameworks 4.1: Porters Generic Cost	GLO-BUS SIM: <ul style="list-style-type: none"> • DR2-live (yr.7) due: <ul style="list-style-type: none"> ○ Oct 11 @ 11:59pm eTEXTBOOK READING: Chapter 5
MIDTERM RECESS: Monday, Oct 12 to Sunday, Oct 18 (No Remote Classes or Meetings)		
Week 6: Oct 19	M4: Strategy Frameworks 4.2: Porters Generic Diff	GLO-BUS SIM: <ul style="list-style-type: none"> • DR3-live (yr. 8) due: <ul style="list-style-type: none"> ○ Oct 25 @ 11:59pm eTEXTBOOK READING: Chapter 6

Week 7: Oct 26	M4: Strategy Frameworks 4.3: Hybrid Strategy 4.4: Bowman's (B2C)	GLO-BUS SIM: <ul style="list-style-type: none"> DR4-live (yr. 9) due: <ul style="list-style-type: none"> Nov 01 @ 11:59pm GLO-BUS 3YR STRATEGIC PLAN: <ul style="list-style-type: none"> Nov 01 @ 11:59pm MODULE 4 ONLINE QUIZ (A2L) Open: Oct 29@5:00pm –Close: Nov 1@11:59pm
Week 8: Nov 2	M5: DE Strategic Analysis 5.1: DE Environment-Revisited	GLO-BUS SIM: <ul style="list-style-type: none"> DR5-live (yr.10) due: <ul style="list-style-type: none"> Nov 08 @ 11:59pm
Week 9: Nov 9	M5: DE Strategic Analysis 5.2: DE Resources	GLO-BUS SIM: <ul style="list-style-type: none"> DR6-live (yr. 11) due: <ul style="list-style-type: none"> Nov 15 @ 11:59pm M4S1 CASE ANALYSIS WORKSHEET: <ul style="list-style-type: none"> Nov 15 @ 11:59pm SUPPLEMENTAL READING: VIRO Framework eTEXTBOOK READING: Chapter 4
Week 10: Nov 16	M5: DE Strategic Analysis 5.3: DE Mgt Preferences	GLO-BUS SIM: <ul style="list-style-type: none"> DR7-live (yr. 12) due: <ul style="list-style-type: none"> Nov 22 @ 11:59pm M4S2 CASE ANALYSIS WORKSHEET: <ul style="list-style-type: none"> Nov 22 @ 11:59pm eTEXTBOOK READING: Chapter 10
Week 11: Nov 23	M5: DE Strategic Analysis 5.4: DE Org. Capabilities	GLO-BUS SIM: <ul style="list-style-type: none"> DR8-live (yr. 13) due: <ul style="list-style-type: none"> Nov 29 @ 11:59pm M4S3 CASE ANALYSIS WORKSHEET: <ul style="list-style-type: none"> Nov 29 @ 11:59pm eTEXTBOOK READING: Chapter 9
Week 12: Nov 30	M5: DE Strategic Analysis 5.5: Strategic Choice	GROUP CASE REPORT DUE: Dec 6 @ 11:59pm GLO-BUS PEER REVIEW DUE: Dec 6 @ 11:59pm
Week 13: Dec 7	Final Exam Preparation	

Classes end: Wednesday, Dec 9, 2020

Final examination period: Thursday, Dec 10 to Wednesday, Dec 23, 2020

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 an explanation and the opportunity to comment on changes.

4. ASSESSMENT OF LEARNING *including dates*	Weight
Online GLO-BUS (Bonus) Quizzes (Q1 – 2%, Sep 20 and Q2 – 3%, Sep 27) - No Extensions	(5%)
GLO-BUS Group Simulation (8 rounds of weekly decision periods)	15%
GLO-BUS Simulation 3YR Strategic Plan (For years 9-11 or decision periods 4-6)	5%
GLO-BUS Simulation Peer Evaluation (Dec 6 @ 11:59pm)	5%
Group Practice Case Analysis Worksheets (M4S1: Nov 15 (3%), M4S2: Nov 22 (5%), M4S3: Nov 29 (7%))	15%
Group Case Analysis Report (Dec 6 @ 11:59pm)	15%
Course Active Learning Activities: (Individual & Group) Includes M3 Quiz, M4 Quiz, One2One Meeting 5 Weekly Status Notes, GLO-BUS Team Profile)	15%
Comprehensive Online Final Examination (TBA – Dec 10 - 23, 2020)	30%
TOTAL	100%

Percentage grades will be converted to letter grades and grade points per the University calendar.

5. LEARNING OUTCOMES

1. Compare & contrast the characteristics and success behaviours of general managers.
2. Identify and evaluate external business environment factors and the impact on strategy formation.
3. Explain the types of generic strategy approaches (cost, differentiation, focus, hybrid) used for competitive advantage.
4. Evaluate the strengths and weaknesses of strategic proposals by analyzing the consistency between external environment attributes and internal organizational capabilities and constraints.
5. Design and execute a strategic plan in a global competitive environment using a simulation tool.

6. COURSE OUTLINE – APPROVED ADVISORY STATEMENTS

ANTI-DISCRIMINATION

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.

http://www.mcmaster.ca/policy/General/HR/Discrimination_Harassment_Sexual_Harassment-Prevention&Response.pdf

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. It is your responsibility to understand what constitutes academic dishonesty.

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. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty: The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY / PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., online search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ONLINE ELEMENT

Some courses may use online elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in a course that uses online elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

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 e-mail and course websites on a regular basis during the term.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the Code of Student Rights & Responsibilities (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, whether in person or online.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact Student Accessibility Services (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's Academic Accommodation of Students with Disabilities policy.

REQUESTS FOR RELIEF FOR MISSED ACADEMIC TERM WORK

McMaster Student Absence Form (MSAF): In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "Requests for Relief for Missed Academic Term Work".

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students should submit their request to their Faculty Office normally within 10 working days of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

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

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, including lectures by University instructors

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster e-mail.