



MOS4410A 571
Strategic Management
Fall 2025

Instructor: Dr. Sergii Nevmerzhytskyi
Email: snevmerz@uwo.ca

Course Information

Mode of Instruction: In Person

Calendar Description:

Identification and analysis of problems and strengths in the organizational environment, using models from the social sciences. Strategies designed to deal with organizational challenges will be explored.

Pre-requisite(s): Enrolment in Year Four of BMOS or the Honours Specialization or Specialization in Foods and Nutrition.

Extra Information: 3 lecture hours.

Course Weight: 0.50

Breadth: CATEGORY A

Subject Code: MOS

Notice: Unless you have either the requisites for this course (fulfilment of pre-requisites, no anti-requisite conflicts), or special permission from your Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.



SCHOOL OF MANAGEMENT, ECONOMICS AND MATHEMATICS

MOS 4410A STRATEGIC MANAGEMENT Section 571

COURSE OUTLINE

Professor: Sergii Nevmerzhytskyi
Office: TBD
Office hours: Right after each class, or upon prior request
Email: snevmerz@uwo.ca
Mode of instruction: In-person

NOTE: Please email only from your Western email account and not from outside email addresses or your mail may be put into junk mail.

OFFICE HOURS

I will be available within 1 hour right after each class. Students can also arrange a meeting with me (zoom or in-person) upon prior request.

COURSE MATERIALS

To guide us in our study, we will use the following REQUIRED text, available at UWO Bookstore:

Barney, J. B. & Hesterly, W. S. *Strategic Management and Competitive Advantage: Concepts and Cases*, 6th ed. Pearson 2020.

eTextbook \$67.99 can be acquired at UWO Bookstore or from Pearson.

Pearson: <https://www.pearson.com/en-ca/subject-catalog/p/strategic-management-and-competitive-advantage-concepts-and-cases/P200000005821/9780136878674>

NOTE: Please DO NOT use the older (5th) edition of the book, which has different set of topics and excludes many cases needed for class discussions and individual assignments.

As we progress through the course, other supplemental readings may be provided if necessary.

COURSE DESCRIPTION

The terms "strategy", "strategizing", "strategic planning" and "strategic management" have become integrated into the common vocabulary of all types of organizations. Organizations as varied as businesses, charities, universities and religious organizations all claim to engage in

strategic planning. The problem is, however, that simply because you can use one of these terms does not mean you know how to or can "do" them. For many reasons, this fact is scary.

Other than perhaps an organization's mission and culture, an organization's strategy and its ability to manage it properly are the greatest determinants of whether that organization will be successful. Notice that I am purposefully using the term "organization" not "business" or "firm". Strategic planning and management are not tools used only by profit-oriented organizations but rather they are tools that could and should be used by all goal-oriented organizations. If done properly, (which is unfortunately, they rarely are) strategic planning and management at their roots are about analysis and implementation. The skills needed to do the proper analysis then develop and implement a plan are what differentiates mediocre and even good organizations from those that are truly great.

Strategic planning involves developing a clear, actionable plan that tells stakeholders what the organization CAN do, what it WANTS to do, why it NEEDS to do it and, most importantly, HOW it is going to do it. Good strategic managers understand their organization's goals, the competitive realities of their given industry and leverage their organization's set of resources and capabilities to gain a sustainable competitive advantage.

Management and Organizational Studies (MOS) 4410 is a fourth-year capstone course in which you will combine the lessons and analytical tools you have learned in earlier functional courses to develop and analyze strategic plans. The course is a required course for the Bachelor of Management and Organizational Studies Honors Specialization, Honors Double Major and Specialization programs at King's University College.

LEARNING OUTCOMES

Through the use of lectures, and experiential learning tools like case studies and research projects, upon completion of this course students will be able to do the following:

- Perform external and internal analysis to acquire the information to develop a strategic plan
- Identify elements of and the type of strategy an organization follows
- Understand what constitutes a sustainable competitive advantage for an organization in a given industry or sector and how it can be gained
- Understand how to think, lead and manage strategically
- Implement a strategic plan
- Recognize and correct elements of dysfunctional strategic planning and management
- Become familiar with the major strategy theoretical perspectives

Throughout the course you are expected to interact regularly with other students, and with me. The course is designed to structure and guide some self-paced elements as well as offer interactive opportunities for community learning. This work may happen in smaller groups, or through opportunities to meet as a class. Each student brings their own knowledge, experience, and interests to our learning community, which we will build on and use our course material (readings, discussions, lessons, etc.) to amplify learning for everyone.

TEACHING METHODOLOGY AND EXPECTATIONS

The course will combine lectures, cases and other readings. In-class activities will involve active use of cases and students must be prepared before the class to discuss the relevant business case. Group project presentations will be held in-class at the end of the course. Throughout the course you are expected to interact regularly with other students, and with me.

TECHNICAL REQUIREMENTS

To be able to submit the assignments the students should have access to stable internet connection and a computer, laptop or tablet with office applications such as Microsoft Office or similar.

COURSE EVALUATION

Student evaluation will consist of:

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|---------------------------------|--|
| 1. Class contribution | 30% of the final grade (ongoing throughout the course) |
| 2. Two Individual Case Analyses | 40% (20% each) |
| 3. Group Project | 30% (5% progress report and 25% project presentation) |

There will be NO final exam in the course.

NOTE: Students MUST earn a passing mark on their individual work and class contribution to pass the course. If you receive a failing mark on the individual work and contribution and a passing grade on the group report, you will not pass the course and be assigned a grade based only on your individual work. Students must complete all assignments to pass the course.

1. Class Contribution – Ongoing throughout the year – 30%

As a senior course with a high component of participation, proper attendance is crucial. Students must complete all assigned readings and cases and join the class prepared to contribute to the discussion. Attendance does not earn contribution marks – contribution is required. Simply showing up in the classroom and saying nothing could result in a mark of zero for contribution. Lecture and case discussion will be monitored to manage your chances to ask questions or provide input. This is an important learning opportunity that I encourage you to use.

2. Two Individual Case Analyses – 40% (20% each)

Each student will submit two, four-page maximum, single-sided, double-spaced, 12-point font, 1-inch bordered Individual Case Analyses. If you are using the whole 1st page as title page, or a separate page where you list the sources of information – it will not count toward the total number of pages.

The Individual Case Analyses must be submitted through the Assignments tab on our course OWL page. One of the purposes of the course is to teach you how to analyse and interpret elements of an organization's strategy. Hence, every student will analyse the same case. The cases will relate to issues discussed in classes prior to when the cases are due. Students will be evaluated on how well they apply the lessons, identify the issues and develop strategies to deal with the issues in the case. Remember, you must therefore use the tools from class to uncover and solve the strategic management issues.

Students' written work is expected to be completely free of spelling or grammatical errors. Grammar and spelling errors will result in the discount in the evaluation of student's work. Spelling and grammar count in the real world. You are also advised to format and structure your written work in a way that communicates your key ideas to the reader in a clear and effective way. Use of sub-headers, highlights and bullet points (where necessary) is recommended. If you cannot communicate your ideas clearly, they will be ignored, regardless of their quality. You must learn to be a professional in all your assignments.

NOTE: Students should use MS Word document format to submit their individual assignments. Those who submit their assignments in different format will be asked to resubmit their work in MS Word format which may result in the late submission penalty.

The due dates, cases and weighting of the Individual Case Analyses will be as follows:

Due Date	Case	Weight
October 15	TBD	20%
November 23	TBD	20%

You can access Ivey cases at: <https://www.iveypublishing.ca/s/>

Late submission penalty: Individual assignments are due on the stated due dates. The course is structured in a way that gives the students sufficient time to work on their individual case analyses. Hence, late submissions will be penalized at a rate of 10% per day for each day past the due date. However, if a student is unable to submit an assignment on time due to an extenuating circumstance, they may be eligible for an extension without penalty if they self-report their absence through the official academic self-reporting system or they are granted academic consideration through King's University College's Academic Accommodation process.

Please note that even if a Paper is submitted in 10 or more days late (resulting in a grade of zero due to penalties), the Paper must be completed to pass the course.

3. Group Project (30% of final grade)

Group project will consist of two units:

- *Group progress report* (5% of the final grade), should be submitted by October 20, and
- *Group project presentation* (25% of the final grade), should be prepared for and presented at the end of the course.

This course is intended to be one that teaches students how to develop and implement strategic plans, as such there is no final exam. Exams lend themselves to memorization of theories or facts as opposed to testing whether the lessons taught in class can be applied in various situations. The best "test" as to whether you understand how strategic planning and strategic management should be done is to have you do it. Your final "exam" therefore will be for you to develop a strategic plan for a real organization – experiential learning in its truest form.

Groups of circa 4 students (depending upon the class size) will be assigned in the beginning of the course. I will be selecting the groups and the selection process may or may not be random. Before you leave the class, you will be expected to have complete contact information with all members of your group, and to have established some understanding of when and where the group can meet. Time will be allotted in class to make sure everyone meets their group. You are responsible for

finding out who is in your group and contacting them. They are not responsible for finding you. DO NOT wait for them to contact you. If you do not discuss the situation with me, not being in contact is not grounds to appeal your report mark if it is lower than you anticipated.

Your group (in consultation with me) will choose an organization and then, using the tools and concepts from the course present a strategic plan to its “board of directors” (the class and I). As an individual, you should think of potential organizations to use, and then, as a group, narrow the list down to a 3-5 as we may find that some may not be appropriate when we meet. Make sure you get my approval of your selected organization ahead of time before working on the progress report and the presentation.

Progress report – first milestone.

Groups will upload a progress report to OWL by October 20. This update will be worth 5% of your report mark. Progress reports that are late will receive a deduction of 10% of your final report mark for every 24 hours that pass until it is received. This progress report will be 1 or 2 pages in length and simply tell me what motivated you to pick a particular company for the analysis, what sources you are planning to use for your research, who is doing what in your group, how often you are meeting, what sort of strategy you feel your firm is following, whether you think it has a sustainable competitive advantage, and what some of your early conclusions are.

Group project.

You will be expected to pay attention to the issues and topics we discussed in class (i.e. sustained competitive advantage, generic strategies, VIRO, analysis of the environment, business or corporate level strategy, strategy implementation through organizing the corporation etc.). It will be vital, therefore, that you select an organization about which you can find information. Your presentation mark will be based on the quality of your analysis - depth is always better than breadth - but also, how well you tell us HOW your strategy can be implemented.

Groups will make a 20-minute presentation based on your analysis. Groups will also submit in their presentation and (if there is any) supplementary analysis through OWL no later than 24 hours before their presentation. If the slides and supplementary analysis are handed in later than 24 hours prior to the presentation time, a 10% grade penalty will be applied. The presentation order will be determined by the course professor.

Evaluation of your presentation will be based primarily on the quality of research and content (quality of analysis, application of theory, conclusions and arguments). I will also evaluate the style and quality of your presentation. This is a senior course therefore a higher degree of professionalism and presentation skills are expected and will be evaluated as such.

Peer feedback OPTION

I expect that every group member will contribute equally to the completion of the Group Consulting Report. However, in the unlikely and unfortunate case in which one or more members of the group do not contribute equally, those members will receive a reduced mark. Since I am not able to monitor the participation of each group member, it is up to the rest of the group to document the activities of the members they feel have shirked their responsibility.

If the majority of the group believe that one or more members have not contributed to the completion of the “progress report” or the “group project presentation” and that it is not fair for those members to receive the same mark as them, they can write me a letter to that effect. The letter must include the majority of the group in CC and emailed to me before the deadline on group assignments.

The mark of persons who shirk their responsibility will depend upon the extent of the perceived shirking by the majority. Members who do not contribute risk receiving a zero on this assignment. However, I must stress that this must be initiated by the group. I do not know who did what and how much, so unless I hear differently, everyone will receive the same mark.

LECTURE AND EXAMINATION SCHEDULE

See appendix at the end of this document.

COURSE POLICIES

Requirement to complete all evaluation components

Students are expected to complete all required evaluation components in order to receive a passing grade in this course. Students must earn a passing mark on their individual work to pass the course. If you receive a failing mark on the individual work and a passing grade on the group report, you will not pass the course and be assigned a grade based only on your individual work. Students must pass and complete all tests/assignments/presentations as they are designed, to pass the course. Requests to be excused for medical or compassionate grounds must *always* be accompanied by appropriate documentation – either with the request or as soon as possible after the fact and be made through the Academic Dean’s Office (ADO).

Statement on use of electronic devices

Unless you have some sort of emergency situation, you will have no need to use any sort of electronic communication device (i.e. cell phone or laptop) in class. Using communication devices in class is rude and distracting and develops poor listening habits that can hurt you and your colleagues in the class and in the business world. If I see you using communication devices in class I may call you out and ask for explanation. If I feel you have been engaged in this activity too many times you may be asked to leave the class.

MOS 4410A / Section 571

Sergii Nevmerzhytskyi

Session Schedule

Mondays and Wednesdays, 1:00-2:30pm

Class	Date	Activity/ Assignment *	Lecture	Reading
1	Sep. 08		Course Introduction/ What is Strategy	Ch. 1
2	Sep. 10	In-class discussion	External Environment	Ch. 2
3	Sep. 15	In-class discussion	Internal Capabilities	Ch. 3
4	Sep. 17	Case: SodaStream		
5	Sep. 22		Cost Leadership	Ch. 4
6	Sep. 24	Case: Walmart		
7	Sep. 29		Differentiation	Ch. 5
8	Oct. 01	Case: Levi's Personal Pair proposal		
9	Oct. 06		Business level strategy end notes	Slides
10	Oct. 08	Case: Torrey Nano		
11	Oct. 13	<i>NO CLASS, THANKSGIVING</i>		
12	Oct. 15	1st assignment due on Oct 15	Corporate level strategy / Vertical Integration	Slides, Ch 8
13	Oct. 20	Progress report due on Oct 20	Diversification strategy,	Ch. 9
14	Oct. 22		Organizing corporations	Ch. 10
15	Oct. 27	Case: Case: Starbucks		
16	Oct. 29		Mergers & Acquisitions	Ch. 12
17	Nov. 03-05	<i>READING WEEK</i>		
18	Nov. 10	Case: Rayovac Corporation		
19	Nov. 12		Strategic Alliances	Ch. 11
20	Nov. 17	Case: Aegis Analytical Corp.		
21	Nov. 19		Corporate level strategy end notes	Slides
22	Nov 24-26.	2nd assignment due on Nov 23 <i>NO CLASS – WORK ON YOUR GROUP PROJECTS</i>		
	Dec. 01-08	Group Project Presentations		

* for in-class activities please always bring your nametags and make them available in front of you all the time during the class.

KING'S UNIVERSITY COLLEGE

GENERAL COURSE POLICIES

2025-2026

1. Academic Accommodations, Consideration for Absences

Academic Accommodation (Accessibility)

Accessibility Services works to ensure that academic programs are accessible to all students, and supports students who may have a condition related to, but not limited to, vision, hearing, mobility, different ways of learning, mental health, chronic illnesses, chronic pain, autism spectrum disorder, ADD/ADHD, and temporary conditions (beyond short-term academic consideration). Accessibility Services provides recommendations for accommodation based on medical documentation or psychological and cognitive assessment. The accommodation policy can be found here [Academic Accommodation for Students with Disabilities](#). Information on Accessibility Services at King's can be found [here](#).

Academic Consideration for Student Absence

If a student is unable to meet a course requirement due to substantial but temporary extenuating circumstances (medical or compassionate), they should follow the procedures below.

In some cases, where instructors have built flexibility into their assessments, this flexibility will already address consideration needs.

Requests for academic consideration should be directed to the Academic Advising Office of your faculty/college of registration. Requests must be made as soon as possible and no later than 48 hours after the missed assessment.

As a rule, documentation is required for academic consideration. For academic consideration requests on medical grounds, the Student Medical Certificate is available at https://www.kings.uwo.ca/kings/assets/File/currentStudents/courses_enrollment/exams_and_tests/SMC-Feb-2025.pdf.

Students are permitted one academic consideration request without supporting documentation per term per course.

Instructors may designate one assessment per half-course weight as requiring formal supporting documentation. Please refer to the course outline for each course.

For further information, please see:

https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

Absences from Final Examinations

If you miss the Final Exam, contact the Academic Advising Office of your faculty/college of registration as soon as you are able to do so. They will assess your eligibility to write the Special Examination (the name given by the University to a makeup Final Exam).

You may also be eligible to write the Special Exam if you are in a “Multiple Exam Situation” (e.g., more than 2 exams in 23-hour period, or more than 3 exams in a 47-hour period).

If a student fails to write a scheduled Special Examination, the date of the next Special Examination (if granted) normally will be the scheduled date for the final exam the next time this course is offered. The maximum course load for that term will be reduced by the credit of the course(s) for which the final examination has been deferred. See the Academic Calendar for details (under [Special Examinations](#)).

Religious Accommodation

Students should consult the University's list of recognized religious holidays, and should give notice in writing to the instructor and Academic Advising Office if a course requirement will be affected by a religious holiday/observance. Notice must be given as early as possible, and no later than two weeks prior to an examination, and one week prior to a midterm test date. It is the responsibility of such students to inform themselves concerning the work done in classes from which they are absent and to take appropriate action.

2. Support Services

Accessibility, Counselling and Student Development at King’s University College:

<https://www.kings.uwo.ca/current-students/student-services/>

Students experiencing emotional or mental health distress can access services at King’s University College: <http://www.kings.uwo.ca/current-students/campus-services/student-support-services/personal-counselling/>

Good2talk is a good online and phone 24/7 resource for students and is available in English, Mandarin, and French: <https://good2talk.ca>, 1-866-925-5454

MentalHealth@Western provides a complete list of options about how to obtain help:

https://www.uwo.ca/health/mental_wellbeing/

Academic Support Services at King’s University College:

<https://www.kings.uwo.ca/current-students/academic-resources/>

GBSV Support:

King’s is committed to reducing incidents of gender-based and sexual violence and providing compassionate support to anyone who has gone through these traumatic events. If you have experienced sexual or gender-based violence (either recently or in the past), you will find information about support services for survivors, including emergency contacts at:

<https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

You can reach someone supports at Kings by emailing Care@kings.uwo.ca or calling 519-930-4640 to reach a social worker who can offer help.

You can also reach Western’s Gender-Based Violence & Survivor Support Case Manager by [email](#) or by calling 519-661-3568.

Further supports can be found on this website: <https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

See also https://www.uwo.ca/health/student_support/survivor_support/get-help.html

University Students' Council offers many valuable support services for students, including the health insurance plan: <http://westernusc.ca/services/>

3. Statement on Use of Electronic Devices

Use of Electronic Devices: Unless explicitly stated otherwise, you are not allowed to have a cell phone, or any other electronic device, with you during tests or examinations. Unauthorized possession of such a device during a test or examination constitutes an academic offence.

Use of Laptops, Tablets, and Smartphones in the Classroom: King's University College at Western University acknowledges the integration of new technologies and learning methods into the curriculum. The use of electronic devices such as laptop computers, tablets, or smartphones can contribute to student engagement and effective learning. At the same time, King's recognizes that instructors and students share jointly the responsibility to establish and maintain a respectful classroom environment conducive to learning.

The use of electronic devices by students during lectures, seminars, labs, etc., shall be for matters related to the course at hand only. Students found to be using electronic devices for purposes not directly related to the class may be subject to sanctions under the Student Code of Conduct; see <https://www.kings.uwo.ca/current-students/student-affairs/code-of-student-conduct1/>

Inappropriate use of electronics (e.g., laptops, tablets, smartphones) during lectures, seminars, labs, etc., creates a significant disruption. As a consequence, instructors may choose to limit the use of electronic devices in these settings. In addition, in order to provide a safe classroom environment, students attending in-person class sessions are strongly advised to operate laptops with batteries rather than power cords.

4. Statement on Academic Offences

King's is committed to academic integrity. Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, is posted at

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

It is expected that students will submit work that is truly their own, completed without external assistance (human or artificial) except as explicitly permitted by the course instructor. Check with your instructor on what tools, including generative AI (ChatGPT, translation tools, grammar-checking tools) are permitted in the course. Because a tool is permitted in one course, that does not mean it is permitted in other courses.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system; see <https://elearningtoolkit.uwo.ca/tools/Originality Reports - TurnItIn.html>.

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

5. Copyright of Course Material

Lectures and course materials, including PowerPoint presentations, tests, outlines, and similar materials are protected by copyright. Faculty members are the exclusive owner of copyright in those materials they create. Students may take notes and make copies for their own use. Students may not allow others to reproduce or distribute lecture notes and course materials publicly (whether or not a fee is charged) without the express written consent of a faculty member. Unauthorized sharing of class content is subject to academic discipline.

Similarly, students own copyright in their own original papers and exam essays. If a faculty member wishes to post a student's answers or papers on the course website, they should ask for the student's written permission.

6. Use of Recordings

Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation and/or the participant has the prior written permission of the instructor. Unauthorized recording and/or sharing of class content is subject to academic discipline.

7. Policy on Attendance

Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course, will be reported to the Dean of the Faculty offering the course, after due warning has been given. On the recommendation of the department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course.