



MOS4410A 571
Strategic Management
Summer 2026

Instructor: Trevor Hunter, PhD
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Course Information

Mode of Instruction: Online Synchronous

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.

MOS 4410a
STRATEGIC MANAGEMENT
Section 571
Mondays/Wednesdays 8:30-11:30am
Online - Hybrid

COURSE OUTLINE

Professor: Trevor Hunter

Email: thunter6@uwo.ca

Office: FB 303

Office hours: By appointment.

COURSE MATERIALS: Barney, J. B. & Hesterly, W. S. *Strategic Management and Competitive Advantage: Concepts and Cases*, 6th ed. Pearson. ISBN-13: 9780136878674 – available through the Western Book Store and in e-format. Note that you **ONLY** need the text and **NOT** any supplemental materials. Cost \$66 https://bookstore.uwo.ca/textbook-search?campus=KC&term=B2025&courses%5B0%5D=570_KC/MOS4410A

COURSE OWL SITE:

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

Course Description

The terms "strategy", "strategic planning", "strategic plan" 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 is going 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

This section of the course will be offered through a combination of mandatory live/synchronous lectures and case discussion, from which your class contribution grade will be assessed, and asynchronous lectures that you view independently. The course Session Schedule provides the timing of the sessions. It provides recommended viewing times/sequences, but as an asynchronous course, it is designed to allow you to watch the videos in a way that fits your schedule. Note, the live/synchronous case discussions are mandatory and attendance will be taken.

As this is an intersession course, a lot is compressed into a short period of time and things move quickly. You will have a succession of assignments due in a relatively short period of time and a group presentation that will be made live, synchronously over Zoom, at the end of the course. It is therefore very important that you keep up to date with the reading and lectures, do all the case studies and be mindful of due dates.

The course begins on May 11, 2026, and continues until June 18, 2026, honouring all important dates derived from University approved guidelines and academic policies (<https://www.kings.uwo.ca/current-students/academic-resources/academic-dates-and-events/>).

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.

We will all be responsible for our own learning progress and for contributing to the growth of our learning community through our participation in all course activities and assessments. We will be ready to engage and connect meaningfully. We will be present, professional, respectful, and ready to contribute to our group. Welcome to the class!

STUDENT EVALUATION

Student evaluation will consist of class contribution (10%, ongoing throughout the course), two Individual Strategy Analysis Papers (45% of the final grade), and a final Group Presentation (45% of the final grade). There will NOT be a 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, including the contribution component, 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 the assignments as they are designed and weighted, to pass the course. Students must complete all assignments to pass the course.

Class Contribution – Ongoing throughout the year – 10%

As a senior student, you are expected to contribute to the class discussions, and full attendance is expected. You will have relatively few opportunities to show me a high level of contribution, but I still expect it. This means 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 to classes and saying nothing could result in a mark of zero for contribution.

Strategy Analysis Papers – 45%

Each student will submit two, **five-page maximum, single-sided, double-spaced, 12-point font, 1-inch bordered** Strategy Analysis Papers. Early in the course, students will pick an organization to analyze its strategy. The organization must not be on a list of “unusable organizations” that I will post on the course site, and it must not be a division of, or subsidiary of another firm. I also suggest that it be an organization that operates in one industry to make the papers more manageable. You **MUST** get my approval for your organization. If I do not approve your organization but you complete the paper, you will get a grade of **ZERO**. Come up with a few organizations and then send me an email so we can discuss the options. Before you email me, make sure that your choices are NOT on the Unusable Organization list.

One of the purposes of the course is to teach you how to analyze and interpret elements of an organization's strategy. A firm gives the world a lot of information through its strategic plan as well as its behaviour. You may not be able to access its actual strategic plan, but you can infer its strategy by characteristics, behaviours, statements etc. In these papers you will take a concept from the course and use it to explain and describe an element of your organization's strategy.

The due dates, topics and weighting of the Strategy Analysis Papers will be as follows:

Due Date	Topics	Weight
June 1	External/Internal Analysis and Strategy Identification	20%
June 10	Business and Corporate Level Strategic Recommendations	25%

The Strategy Analysis Papers must be submitted through the Assignments tab on our course site.

Students may submit the Strategy Analysis Papers within 72 hours without academic consideration documentation provided you notify me 24 hours prior to the due date. If the Strategy Analysis Papers are submitted beyond 72 hours after the due-date, students will incur a 10% per day penalty. Even if a paper is handed in 10 or more days late (resulting in a grade of zero due to penalties), the paper must be completed to pass the course. The weighting of the papers may not be adjusted.

Students' written work is expected to be completely free of spelling or grammatical errors and will be evaluated by the following scale, regardless of content.

- 5 errors – overall grade reduced by 25%
- 5-10 – overall grade reduced by 50%
- > 10 – overall grade = zero

Spelling and grammar count in the real world. 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.

Group Presentation (45% of final grade)

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 – and present it in front of the class.

The Group Presentation is made up of three steps:

1. **Group Formation:** Groups of 4-5 students (depending upon the class size) will be assigned by me prior to class and you will know who is in your group as soon as the course begins. I will be selecting the groups and the selection process may or may not be random. 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 mark if it is lower than you anticipated.

2. **Topic Approval:** Your group, must meet with me (over Zoom) to get your topic approved. The only way to get your topic approved is by meeting with me, approval will not be given over e-mail. **If you do not get your topic approved you will not get a grade for your presentation.** 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. Before we meet, make sure that the organizations on your list are NOT on the unusable organization list on the course site and that they are not divisions or subsidiaries of other organizations.
3. **In-class Presentation:** Groups will make a **20-minute** PowerPoint live, virtual presentation based on your analysis. You will be expected to pay attention to the issues and topics we discussed in class (i.e. sustainable competitive advantage, generic strategies, environmental scanning, resource evaluation VIRO, 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 – how well you identify **WHAT** needs to be done and **WHY**, but also, **HOW** to implement your strategic recommendations.

The presentation and my expectations will be discussed further in class, but also, your group will have to meet with me to get approval of your selected organization and so I can provide more guidance. Each organization will have a different strategy, so it is not possible for me to give a general rubric. We will, together, outline my expectations for your specific project.

I am open to your creativity. If you have an idea or way of doing the project that is different, yet still in the realm of the stated expectations, let's talk. However, I reserve the right to veto your choice. Also, if the organization you have chosen has been used in the past, I will veto that selection. We must also be completely clear and agree upon the expectations and deliverables if you decide to follow a different direction. I therefore expect that there will be a great deal of consultation between myself and the groups.

Your presentation slides are to be uploaded to Brightspace no later than 24 hours before your presentation. If the slides 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. Select one person from your group to upload the slide deck and a different person to upload the report. **NO 72-hour grace period is allowed for this assignment.**

ELECTRONIC COPIES OF PRESENTATION SLIDES - Due 24 hours before your presentation *Late work will be penalized 10% of the possible mark for each day late.*

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.

LECTURE SCHEDULE

See course Session Schedule in the on the course Brightspace Site.

STUDENT ELIGIBILITY

Enrollment in MOS 4410 is limited to students registered in the fourth year of the Management and Organizational Studies program. All others wishing to enroll in MOS 4410 must first receive special permission from the course professor.

You (the student) are responsible for ensuring that you have successfully fulfilled the prerequisites for this course, and for ensuring that this course is not an anti-requisite of another course you already have taken. Lack of prerequisites, or ignorance of anti-requisite regulations, cannot be used as grounds for an appeal in this course.

Prerequisite(s): Enrollment in the 4th year of a Management and Organizational Studies module

Antirequisite(s): Not applicable

Unless you have either the prerequisites for this course or written special permission from the instructor to enroll 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 if you are dropped from a course for failing to have the necessary prerequisites.

COURSE REGULATIONS

Students are expected to complete all required evaluation components to receive a passing grade in this course. Students with course conflicts and approved inter-university athletic conflicts, or students unable to hand in a summary or participate in the report based on medical or compassionate grounds, may apply to be excused.

NOTE: 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 presentation, you will not pass the course and be assigned a grade based only on your individual work. Students must pass and complete all evaluation components as they are designed and weighted, 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. A Medical Excuse Documentation Form is available from the Academic Dean’s office.

Attendance

Attendance is required. I will be monitoring your attendance and if you miss more than 25% of the classes you will get a grade of **ZERO** for Class Contribution. Remember, you **MUST** pass all individual student evaluation components in the course to pass the course, so, if you fail the Class Contribution component, you will fail the **ENTIRE COURSE!** Come to class!

Punctuality

Tardiness at hand-in deadlines is unacceptable for any reasons other than medical or compassionate reasons (see above). If a report is handed in late it will be penalized **10%** of the possible grade for the first 24 hours late, and **10%** for each additional 24 hours late, including weekend and holiday days. So, if a hand-in is due at 12:30 am and arrives at 12:31 am, it is late

and will lose 10%. If it arrives at 12:31am the next day it is now 2 days late and will receive another 10% deduction.

Hand-in Policy

All hand-ins must be through Brightspace. Please ensure your names, contact information and student numbers are on a title page. If you hand in something to me it is **YOUR** responsibility to ensure that all the pages are accounted for, not mine. I will only mark what is given to me and I will not search you out to see if you missed some pages.

Use of Electronic Devices

Unless you have some sort of emergency situation (which should be communicated to me prior to class, you will have no need to use any sort of electronic communication device (i.e. cell phone or some other communication device not yet invented) in class. Using communication devices in class is rude and distracting and develops poor listening habits that can hurt you in the business world. If I see you using communication devices in class I will call you out immediately and do my best to make you feel embarrassed for being so rude. If I feel you have been engaged in this activity too many times (and what constitutes "too many" is entirely up to my discretion) I will ask you to leave the class. Try to check a text message in the middle of a meeting with your boss and see what happens, I dare you.

Appointments

If you wish to meet with me, send an e-mail to me to set up a mutually convenient time. Meetings will be over Zoom. Please be on time and have an objective for the discussion.

Online Behaviour and Intellectual Property

- All students are expected to engage online in a professional and respectful manner. This includes all interactions with peers, as well as communication between TA's or your Professor. Failure to do so will result in Academic discipline. Any form of abusive behaviour in person, online, or in the CHAT function of ZOOM will not be tolerated. Any and all abusive or inappropriate behaviour will be reported to the academic dean's office.
- Recording of lectures or tutorials is not allowed and grounds for academic discipline.
- Course content created by me is considered my intellectual property; it should not be distributed, shared in any public domain, or sold by or to a student or by or to a third party. Doing so is not only grounds for academic discipline, but also illegal.
- All tests, examinations or projects done online are expected to be done by the student registered in this course, following the instructions outlined by the Assignment and use of any sort of assistance be it human or AI, for any purpose other than research, is not allowed.

PRIVACY

In order to respect privacy laws and the privacy of individual students, student grades will be communicated **ONLY** via the OWL site, direct contact with your professor, or on a test/exam/report/essay paper. I will not email your grade to any email address other than your UWO email address and I will only discuss individual grades with the student in question.

I will not provide any individual contact information to anyone else without written permission.

Student grades are confidential. Please take this into consideration when sharing your grades or asking others to share their grades.

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 [here](#).

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://mykings.ca/intranet/app/#/academics/academic-advising/academic-consideration-requests-and-student-absence-portal>

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 https://academicsupport.uwo.ca/accessible_education/exams/index.html.

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://mykings.ca/intranet/app/#/student-supports-and-services>

Students experiencing emotional or mental health distress can access services at King's University College: <https://mykings.ca/intranet/app/#/student-supports-and-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/psych/index.html>

Academic Support Services at King's University College:

<https://mykings.ca/intranet/app/#/academics/academic-advising>

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://mykings.ca/intranet/app/#/student-supports-and-services/campus-safety-and-reporting/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.

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://mykings.ca/intranet/app/#/student-supports-and-services/campus-safety-and-reporting/student-code-of-conduct>

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 [here](#).

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 you 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/OriginalityReports-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.