



MOS4410A 571
Strategic Management
Fall 2026

Instructor: Trevor Hunter, PhD
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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.



MOS 4410a
STRATEGIC MANAGEMENT
Section 571

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. A used version of the 6th edition is fine.

Link to textbook: https://bookstore.uwo.ca/textbook-search?campus=KC&term=W2026A&courses%5B0%5D=571_KC/MOS4410A

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 course begins on September 9, 2026, and continues until December 9, 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 our class!

STUDENT EVALUATION

Student evaluation will consist of class contribution (25%, ongoing throughout the course), two Individual Strategy Analysis Papers (40% of the final grade), a Group Presentation (30% of the final grade), with a progress report (10% of the **Presentation** grade) and a Peer Evaluation based on your work in your group (10% of the final grade). There will NOT be a final exam in the course.

NOTE: Students must earn a passing mark on their combined 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 – 25%

As a senior course with a high component of participation, proper attendance is crucial. You will have relatively few opportunities to show me a high level of participation, 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 – 35%

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 and analyze its strategy. The organization must not be on a list of “unusable organizations” that I will post on the course website, and **it must not be a division of, or subsidiary of another firm**. The organization must be one that operates in one industry to make the papers more manageable. You **MUST** get my approval for your organization choice, and this **MAY** be obtained via email. If I do not approve your organization but you complete the paper, you will get a grade of **ZERO**. You must ensure that your organization meets these selection criteria. I will not check to see if your organization meets the selection criteria, I will only tell you if it may be used. **YOU ARE SOLEY RESPONSIBLE FOR ENSURING THAT YOUR ORGANIZATION MEETS THE SELECTION CRITERIA. IF IT DOESN'T, 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 fit the criteria listed above or your approval will be delayed.

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
Oct. 21	External/Internal Analysis and Strategy Identification	15%
Nov. 23	Business and Corporate Level Strategic Recommendations	20%

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

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 (30% 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 five steps:

1. **Group Formation:** Groups of 3-4 students (depending upon the class size) will be assigned in Session 3. 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 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 the third step.** Prior to the approval meeting, 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. Your preferred choice must be an independent entity (i.e. not a subsidiary of a larger firm) and NOT be a complex, multi-business organization – ones like that are too difficult for you to adequately analyze. Before we meet, make sure that your organizations are **NOT** on the unusable presentation organization list on the course website and that they are not divisions or subsidiaries of other organizations. Please do not come to me with choices that are not appropriate or your approval process will be delayed.

3. **Project Progress Report:** Groups will upload a progress report to Brightspace prior to the beginning of **Session #9. Your topic must be approved by me to receive a grade for this step.** This report will be worth 10% of your final presentation grade. Progress reports that are late will receive a deduction of 10% of your mark for every 24 hours that pass until it is received. As this is a group assignment, no submission grace period will be granted. This report will be 1-2 pages in length and simply tell me what sources you are using for your research, who is doing what, how often you are meeting, what sort of strategy you feel your firm is following, what competitive advantage generating resources (if any) you think it has, whether you think it has a sustainable competitive advantage, and what some of your early conclusions are.

As this is a group assignment, there is no flexibility with respect to the timing of the due dates. All late submissions will be subject to the penalties.

4. **In-class Presentation:** Groups will make a **20-minute** PowerPoint in-class presentation based on your analysis. The in-class presentation is worth 90% of your overall presentation grade. 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, Porter's 5-Forces, 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.

As this is a group presentation that is assigned at the beginning of the course, there is no leeway with respect to the presentation timing you will be assigned. In order to receive a grade for the presentation, you must participate in the presentation. If you are unable to be present for the presentation, you must provide academic consideration documentation. There is no flexibility in due dates, formatting or weighting of the presentation.

5. **Presentation Report:** Groups will hand in a report based on their presentation. The report is worth 10% of your overall presentation grade. The report will represent material that supports what is presented in class and will also contribute to the mark in terms of its quality. As such the report should include information that sets the stage for the presentation or provides some background or context to what is presented, but different from what is presented. The most important material **MUST** be presented in class. The bulk of your mark will be based on the material presented. The report should be used by you to provide me the “rough work” for your presentation. There will be a **4, double-spaced page limit to the written report, and point form is fine**. A title page with the names and student numbers of all group members as well as a list of references must be included with the report but will not count in the page limit.

Your presentation slides and written report are to be uploaded to the Brightspace site no later than 24 hours before your presentation. If the slides and/or report 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.

As the presentation slides and written report are group assignment, there is no flexibility with respect to the timing of the due dates. All late submissions will be subject to the penalties.

ELECTRONIC COPIES OF PRESENTATION SLIDES AND WRITTEN REPORT - 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) and the answers to questions I ask you when you have completed the presentation. 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.

Group Peer Evaluation (10% of final grade):

Most activities you undertake in your career will involve working with others and the sooner you realize that you must contribute fully to whatever it is upon which you will work, the better. You also need to realize that you will have to evaluate the performance of others. This is not an easy thing to do but it is important to be honest both in terms of good and bad performance evaluation. I expect that every group member will contribute equally to the completion of the Group Presentation, however, there may be certain members who are outstanding – they should be recognized, or do not fully contribute – they should face the consequences of their actions. As an incentive to contribute fully, 10% of your overall final mark will be determined by your peers. The evaluation process will be discussed further in class.

As noted above, this evaluation of your contribution to the Group Presentation will be made by your fellow group members and will account for 10% of your overall final grade. The Peer

Evaluation form is available on the Brightspace site and you may **ONLY** use this form. No other form will be accepted and if you don't use this form or follow the instructions exactly you will get a grade of **ZERO**. **You must follow the instructions exactly or you will earn a grade of ZERO.** Each group member will evaluate everyone's work (including their own) out of 10 points. The average for the group must equal 8 out of ten and you are not allowed to simply give everyone the same grade. If your form is not uploaded **24 hours before you present**, or not completed properly you will not be assigned a grade and forgo this 10%. It is very important that all members contribute to the group. I do not like free-riders nor do I like it when good students support those who do not add value. I expect you to be honest and fair in your peer evaluation.

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 an overall passing mark for their individual work (i.e. the papers, peer evaluation and class contribution) 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 the course Brightspace page. 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.

Use of Artificial Intelligence

- Artificial Intelligence can be a powerful learning tool if used appropriately. I am not an expert in the field but I may discuss how it can be used in class. Although I expect all assignments to only be done by the student registered in this course, following the instructions, I support its use in this class, with two caveats:
 1. If you use Artificial Intelligence for any aspect of any assignment, I expect you to note this – tell me where, for what and how, just like you would/should cite any other outside source. Failure to disclose the use of Artificial Intelligence is the same as failure to cite others’ work which can result in a grade of ZERO and an academic penalty.

2. You must be very careful. In many cases I can tell when students use Artificial Intelligence as they do a poor job of doing so. Many see this tool as an easy way to complete assignments but you have to understand the risks. Poor prompts or inputs leads to poor output and if your output is poor and you end up not fulfilling the assignment, you must accept the consequences. Improper use of Artificial Intelligence is not grounds for an appeal or for re-doing the assignment. Proper use of Artificial Intelligence can be enlightening and help with your learning. Poor use or lazy use of Artificial Intelligence can lead to failure. The decision as to whether to use it is yours.

Appointments

If you wish to meet with me, send an e-mail to me to set up a mutually convenient time. Meetings may be in person or 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, social media outside of class, 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.

PRIVACY

In order to respect privacy laws and the privacy of individual students, student grades will be communicated ONLY via the Brightspace 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

2026-2027

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://registrar.uwo.ca/academics/pdfs/student-medical-certificate.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://kings.uwo.ca/community/library/services/accessibility/>

Students experiencing emotional or mental health distress can access services at King's University College: <https://kings.uwo.ca/campus-life/student-supports/>

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-health/index.html>

Academic Support Services at King's University College:

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

GBSV Support:

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

Mental Health and Wellness at King's - King's University College

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.

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.

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://kings.uwo.ca/sites/2025/assets/files/about/governance/policies/board/Board%20Policy%203_1%20Code%20of%20Student%20Responsibilities%20and%20Conduct.pdf

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 https://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_offences.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.