Winter 2019 Course Outline
BUS 400-002 Business Strategy

Times/Dates: 4:00 – 5:15 p.m., Tuesdays and Thursdays, January 8 – April 11
Classroom: ED 621
Course Site: http://www.uregina.ca/urcourses/ and access through your UR account.

Instructor: Bruce Anderson
Office Location: ED 512.2
Telephone: (306) 337-2985 (Office) or (306) 539-6311 (Text/mobile)
E-mail: bruce.anderson@uregina.ca (Please use UR Courses email for all submissions)
Office Hours: An advance appointment ensures my availability.

COURSE SUMMARY

Strategic management is an essential skill for managers and entrepreneurs. An effective “strategic” manager asks the right questions and seeks the right information to make informed, strategic decisions.

Business Strategy is a “capstone” course, building upon functional areas (e.g., HR, Finance, etc.) Past courses’ concepts and learning are utilized to help understand, analyze, formulate, implement, and evaluate strategy. This course will provide tools to understand how businesses (and other organizations) address their competitive environment. Effective organizations understand and respond well to their environment, leveraging unique competencies and capabilities to pursue opportunities. Use of cases and class discussion will expose students to the senior leadership context (i.e., think like a CEO) and simulate the role of decision-maker.

Prerequisite: All core business administration courses and a minimum of 90 credit hours.

LEARNING OBJECTIVES

By the end of the course, the student learner will:

1. Understand the analysis, formulation, implementation, and evaluation of strategy;
2. Appreciate the impact of environment on management;
3. Understand how and why organizations position themselves in a global market;
4. Gain and apply the skills needed to develop a strategic direction for an organization;
5. Integrate previous business classes, such as finance, into a broader strategic perspective;
6. Relate classroom theory to practical, real-life examples of local and global businesses;
7. Generate options and select appropriate solutions to organizational problems / issues and be able to evaluate the merit of the solutions;
8. Enhance abilities to make and execute strategic decisions;
9. Practice essential skills of insight, judgment, emotional intelligence, and creativity;
10. Have fun while learning.

The course will use mini-lectures (lecturettes), case studies, guest speakers, group discussion, class exercises, projects, and other methodologies.
BEING SUCCESSFUL IN THE COURSE

The Instructor’s course notes will be available on UR Courses in advance of each class, but don’t rely solely on the course notes. For example, the textbook is useful in laying out the theory and concepts while the course notes may include resource material from outside the textbook. Students need to understand the concepts and recognize how they are used.

Substantial pre-class work is needed to prepare for each class. The case analysis process offers insight into all cases. Past students have indicated that one-two hours reading and preparing is needed for each classroom case while another hour is needed to review textbook and course note materials. You are expected to have read and prepared each case, regardless if you are submitting a group report or Briefcase. By being prepared for the small-group and class discussion, you will build analytical and synthesis skills. Class discussion will bring out things students may have missed or not understood. Therefore, it is important to add your own notes to the course notes and review these after class to improve retention and understanding. Please plan your time accordingly.

Please see the Instructor about any issues or concerns related to your success in the course, such as assignments / exams, preparation for classes and content, and grading.

REQUIRED RESOURCES

The required textbook is:


Cases will be selected and posted to UR Courses. Copyright fees for cases and any readings will be charged to your student account by Financial Services during the semester. Note: the cases written by U of R faculty are available at no-cost to you.

Other resources and the course PowerPoint slides will be found on the course site.

SUPPORT SERVICES – FOR YOU: RESEARCH, STUDYING & WRITING

Each student in business is assigned a faculty academic program advisor. Your advisor is a great resource if you have any academic issues or questions. Other University services include:

- The Student Success Centre, located on the 2nd floor in the Riddell Centre. The Centre provides personalized guidance and support to students in achieving their university, professional development, and life goals. Students may also seek free writing assistance in person or access the Online Writing section on their web-site (www.uregina.ca/student/ssc). The textbook’s web-site also has information about writing, grammar, and critical thinking

- The U of R Library staff are very helpful with research and assignments.
Winter 2019 Course Outline
BUS 400-002 Business Strategy

- **UR International** provides free academic and non-academic assistance (e.g., English language services, transition and adjustment to a new learning environment) to international students. The Global Learning Centre is located at CW115.

**SPECIAL NEEDS**

If you have a special accommodation need, please contact the Centre for Student Accessibility at (306) 585-4631, visit Room 251 (Riddell Centre) or e-mail: accessibility@uregina.ca. If you require an accommodation, please ensure the proper documents are provided by the Student Accessibility Office and discuss your needs with the instructor as early as possible.

**HARASSMENT POLICY**

The University of Regina promotes a learning, working and living environment that is respectful and free of harassment and discrimination. The University will neither tolerate nor condone any inappropriate or irresponsible conduct including any behavior, which creates an intimidating, hostile or offensive environment for study through the harassment of and/or discrimination towards an individual or group. The Respectful University Policy may be found at [https://www.uregina.ca/policy/browse-policy/policy-GOV-100-015.html](https://www.uregina.ca/policy/browse-policy/policy-GOV-100-015.html). Some situations that do not constitute harassment include, but are not limited to:

- The correction, grading, assessment or appropriate criticism of any student’s academic efforts, even if they are adverse or if the student does not agree.
- Insistence on academic excellence or a reasonable quality of job performance.
- The free academic study, discussion and debate of controversial topics in an academic environment, including topics that may be offensive to groups or individuals.
- Practices required or permitted by law or contract; practices and procedures that are reasonable and bona fide in the circumstances.
- The statement of any opinion by a person who has been legitimately asked to state their opinion.
- Lively discussion of issues in the course of legitimate academic inquiry and scholarly research.
- Light-hearted banter and joking that is welcomed by the recipient(s).

If you have concerns about any conduct occurring in BUS 302, please discuss this with the instructor. You may also review the *Respectful University Policy Procedures (Revised 2017)* at www.uregina.ca or contact Coordinator, Respectful University Services (Room 251.14 Riddell Centre) at (306) 585-5400 or respect@uregina.ca.

**ACADEMIC MISCONDUCT AND PLAGIARISM**

You are encouraged to interact with and learn from other students in this class. However, you are expected to behave with integrity. This includes adhering to Section 6A – *Student Code of Conduct and Right to Appeal*, contained in the 2018-19 Academic Calendar, and refraining from cheating and plagiarism. Copying others’ work or failing to properly cite the use of others’ work (not just citing quotes but citing ideas too) is plagiarism and it is not permitted. Plagiarism is a serious issue and students found
Winter 2019 Course Outline
BUS 400-002 Business Strategy

to have plagiarized others’ work could receive a mark of zero and could face other more severe consequences. Ask the Instructor if you have any questions about using other people’s work or other issues that may lead to misconduct.

GRADING

Students will be evaluated based on the following elements:

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<thead>
<tr>
<th>Assignment / Deliverable</th>
<th>Current Outline</th>
<th>Minimum</th>
<th>Maximum</th>
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<tbody>
<tr>
<td>Group Cases (one per group) Presentation</td>
<td>5%</td>
<td>5%</td>
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<tr>
<td>Group Case Analysis – Written Report</td>
<td>15%</td>
<td>10%</td>
<td>25%</td>
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<tr>
<td>Brief Cases (5 cases x 3% each)</td>
<td>15%</td>
<td>10%</td>
<td>20%</td>
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<tr>
<td>Term Project</td>
<td>25%</td>
<td>20%</td>
<td>35%</td>
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<tr>
<td>Class Participation and attendance</td>
<td>10%</td>
<td>10%</td>
<td>15%</td>
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<tr>
<td>Final Exam</td>
<td>30%</td>
<td>25%</td>
<td>40%</td>
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<tr>
<td>TOTAL</td>
<td>100%</td>
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While most students don’t change the marking scheme, you will have a one-time opportunity to adjust the marking scheme to suit your preferences. You must stay within the minimum and maximum ranges and the total marks must equal 100% (and marks adjusted only in 5-mark increments – e.g., 15%, not 12.5% or 13%). If changing your distribution, please e-mail your preference by January 17. Otherwise, the default will be the previous mark distribution.

Participant Pool Research Credit:
The Participant Pool provides business students with the opportunity to participate in faculty research studies to earn up to 2% bonus marks on participating business classes. These marks will be added to your final grade as long as you have: 1) passed the final exam and 2) passed the class, before using the bonus marks.

For more information about the participant pool and to sign up for the studies, please visit the faculty website at [https://www.uregina.ca/business](https://www.uregina.ca/business) and then find Pool of Research Participants under Quick Links, and then go to Sona Systems. If you do not have an account, register using your U of R email as ID (no other email will work). For example, if your e-mail address is smith23k@uregina.ca, you should enter smith23k as your User ID (the same User ID you use for UR Courses). Use your U of R User ID whenever you contact the participant pool coordinator at business.participant.pool@uregina.ca.

COURSE REQUIREMENTS

A. Cases:

   **Case Format**
   Each case will follow a standard Case Format:

   **Introduction** (Define problem, provide context for report, and include brief background)

   **External Analysis** (Including where appropriate: environmental analysis; industry analysis: Porter’s five forces, industry life cycle, stakeholder analysis, opportunities / threats, industry
attractiveness, etc. You should conclude answering: What is the industry attractiveness?)

Internal Analysis (Including where appropriate: structure, culture, value chain analysis, core competencies, stakeholders, financial, strengths and weaknesses, etc. What is your assessment of current strategic posture (Mission, vision, objectives, and strategies - corporate, business, functional, and governance)? What is the firm’s competitive/business strategy and how will that fit the environment?). You should conclude answering: What are the firm’s competencies and can they be leveraged?

Alternatives (Distinct, mutually exclusive options – not either/or and not “how” actions – that will resolve the identified problem)

Discussion of Alternatives (Show how you chose the best option – objective decision criteria is expected to be used)

Recommendation (Explanation of alternative selected)

Action Plan (Immediate, short-, mid-, and long-term actions needed to move forward; very specific and measurable), detailed with at least 7-10 actions

Conclusion (Summarizing report briefly)

The use of headings (as above) are expected to enable a reader to follow your analysis.

Your written analysis will be graded on the quality of the written content, structure and flow of the writing, originality and creativity in your analysis and recommendations, application of course content and understanding of the organization, integration of relevant research, quality of your analysis including options presented, and the articulation of an appropriate solution consistent with the problem(s) expressed in the introduction. Please do not submit a rough draft of a number of independently written sections; take care that the entire paper reads well together, has a similar style, and is free of grammar and spelling errors.

Group Case Reports
You will form groups of four (4) people. Each group will be assigned one case for a specific class and the group will submit a detailed case report of 4 - 7 pages (excluding appendices). The group will also make a 10-15 minute (plus questions) presentation during class, outlining the case. All group members will contribute equally. The standard format (see previous Case Format) will be used. When your group is presenting and submitting a group case, the group members will not submit an individual brief case.

Each group’s case report will be electronically submitted in a Word or Word-compatible format only. If PowerPoint is used for the presentation, the PowerPoint slides will be submitted too. Limit the number of slides to a maximum of 5-7 slides.

Individual Brief Cases
You will submit a minimum of five (5) brief cases during the semester. You may submit up to six (6) brief cases and all will be marked but you will be graded on your best four (4) brief cases submitted. It is recommended that you not wait until late in the semester to submit your cases as there will be no opportunity to replace a poorer mark. The maximum length is two pages (single-spaced) at 11-point
font and normal margins, with no title page and no Appendices. Any excess portion over two pages will not be marked. The document is intended to be an Executive Summary, not a detailed report. While you will have to do the full case analysis, you will only summarize your findings in a concise and precise way with a paragraph or so for each heading in using the previous Case Format.

Your briefcase will be presented in a memo format with your topic headings. Please put your name in the header or footer. A memo is presented as follows:

MEMO
To: Bruce Anderson
From: [your name]
Date: [case due date]
Re: [subject – e.g., Coral Divers Resort]

Body of text starts...

Your topic headings and brief paragraphs will follow in the text, using the case report in previous Case Format, though you can group some headings to save space. Please note that memos do not close with “Sincerely” or any signature. Every briefcase will be electronically submitted in a MS Word or Word-compatible format only.

B. Term Project
You will have two options for a term project. First, you can write your own case on a real business. Alternatively, you can identify a strategic issue with a real business and discuss how it would be resolved. The term project may be done individually or a group of two. The assignment is identical if you do it as a group or as an individual, but every group member must contribute fully or will have their mark reduced.

Your selected topic and the name of the selected organization (and group members’ names if not an individual project) must be submitted by e-mail before the Jan. 17 class. A full report is due on March 26 and the document will be submitted electronically in Word or Word-compatible format (i.e., .doc or .docx extensions). A brief class presentation (2-3 minutes) will be made on March 26 or March 28

The options are discussed more fully as follows:

i. Case Writing:
The term case project will consist of two parts. First, students will research and prepare a strategy case (in the style of in-class cases) on a current business / organization, ideally one operating in Saskatchewan. The following content is used for the first part.

Opening Paragraph
General Company Information
Specific Area of Interest
Specific Problem or Decision
Alternatives (optional)
Concluding Paragraph
Exhibits
Note: this content is not the titles; you will use your own titles to fit your content.

The second part involves creatively solving the case, using the standard Case Format. Both parts are submitted together and will be typically limited to 10-12 pages in length.

ii. Consulting Project:
The consulting project involves identifying a business issue or organizational problem. You will go through the case analysis process / format in the standard Case Format. Your report will also include a title page, one-page Executive Summary, a table of contents, and any relevant appendices. The main body of the report will be at least 10 pages to a maximum of 20 pages (excluding title page, table of contents, and Appendices).

For both projects, your written analysis will be graded on the quality of the written content, structure and flow of the writing, originality and creativity in your analysis and options, application of course content and understanding of the organization, integration of relevant research, and the articulation of an appropriate solution consistent with the problem(s) expressed in the introduction. The entire paper must read well together, have a similar style, and be free of grammar and spelling errors.

C. No Late Assignments
Late assignments are not accepted and will be assigned a mark of 0%. Your assignments will be submitted by 3:00 p.m. on the due date.

D. Class Participation and Attendance
Learning in this class is not a one-way direction (i.e., from the Instructor to you). You and your colleagues are also critical to the collective learning in class. Your colleagues’ experiences and understandings will assist your learning, and you are expected to reciprocate by also being prepared and participating.

You are expected to attend each class and to arrive to class prior to the start time. If you cannot attend or expect to be late, please advise me in advance. You cannot participate if you are not in attendance. A contribution consists of making observations, asking key questions, citing relevant examples, offering an alternate viewpoint (even if you don’t share that view), and providing leadership in class.

Your contribution in class is worth (at least) 10% of your final mark. Being present and prepared for each class is important but it is not enough. In this class, you are responsible for your own learning and also that of your cohort. Other students should expect to learn from you and that is why your participation is critical. You can contribute voluntarily by asking insightful questions, responding to questions, adding your perspective and your experience, summarizing and moving class discussion forward, and challenging the viewpoints. If you only respond when “cold-called”, you expect a low contribution mark. However, it is the quality of your contribution and not the quantity that results in a higher contribution mark. An outstanding contribution (9-10) consists regular attendance and the memorable, “aha” comments that elevate the classroom learning. An excellent / significant (7-8) contribution means regular attendance and adding substantial value to the classroom discussion. Lower contributions (≤ 6) mean poorer attendance and sharing relevant information and showing an understanding of content, but not advancing the discussion forward. Please note, you cannot get a passing marking (of at least 5) just through regular class attendance, and that conversely, you cannot get above a passing mark (of at least 5) with poor attendance.
E. Final Exam
The final exam will be a comprehensive case using all course content. The room will be confirmed at a later date. You must pass the exam to pass the course and you must meet all course requirements to be eligible to write the exam.

F. Citations
If you use others’ work and/or concepts, you must cite your information properly. We will use the MLA style for citations. The MLA style is used to keep text readable and free of disruptions, and also eliminates footnotes. The concept uses brief parentheses, such as (Author last name, page number if quote) within a sentence to refer to an alphabetical reference list. If there is more than one bibliography listing from the same author(s), you would also use a year (e.g., 2013) reference. Many academic web-sites (including the Library) provide more specifics on the MLA citation style.

CLASS SCHEDULE

There is very little time spent in lectures, and that means the onus is on you to prepare and understand the course material and prepare each case for the designated day. The class schedule and course outline are subject to changes. Please check the UR Courses site for any updates.

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<thead>
<tr>
<th>DATE</th>
<th>CLASS TOPIC</th>
<th>READING</th>
<th>ASSIGNED TASK(S)</th>
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| Jan. 8| **Introduction / Course Overview**  
Exercise – Generic Strategies | Read course outline thoroughly |                                               |
| Jan. 10| **Strategic Management**  
Lecturette and Discussion | Ch. 1 | Form groups for group case                                   |
| Jan. 15| **Case Analysis**  
Lecturette and Discussion  
Case 1: Sun Café & Bar | Case Analysis Slides | No case submission                                           |
| Jan. 17| **Business Models**  
Lecturette and Discussion  
Case 2: Neechie Gear  
Work on brief case for Case 2 | Reading – see UR Courses | Submit alternate mark distribution                          |
| Jan. 22| **Leadership & Ethics**  
Lecturette and Discussion  
Case 3: IQmetrix | Ch. 11 | Submit Practice Briefcase assignment (if desired)             |
| Jan. 24| **Case 4: TransCanada’s Energy East**  
Lecturette and Discussion | No case submission |                                               |
| Jan. 29| **External Environments**  
Lecturette and Discussion  
Case 5: Mountjoy Beverages | Chapter 2 | Submit Briefcase 1; Group 1: Case Analysis                      |
| Jan. 31| **Case 6: AGT (A)**  
Lecturette and Discussion  
Guest Speaker: TBD | Submit Briefcase 2; Group 2: Case Analysis                   |
| Feb. 5| **Internal Analysis**  
Lecturette and Discussion  
Exercise – Value Chain | Chapter 3 | Submit concept for Term Project.                                |


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<th>CLASS TOPIC</th>
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<tbody>
<tr>
<td>Feb. 7</td>
<td>Case 7: PEI Preserves</td>
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<td>Submit Briefcase 3; Group 3: Case Analysis</td>
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<td>Lecturette and Discussion</td>
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<td>Feb. 12</td>
<td>Resources &amp; Capabilities</td>
<td>Chapter 4</td>
<td>Read case but no submission; be prepared to participate in exercise</td>
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<td>Lecturette and Discussion</td>
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<td>Case 8: Majestica Hotel</td>
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<td>In-class exercise on Case 8</td>
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<td>Feb. 14</td>
<td>Case 9: Coral Divers Resort</td>
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<td>Submit Briefcase 4; Group 4: Case Analysis</td>
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<td>Lecturette and Discussion</td>
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<td>Feb. 19</td>
<td>No classes</td>
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<td>Feb. 21</td>
<td>Reading Week</td>
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<td>Feb. 26</td>
<td>Corporate Strategies</td>
<td>Chapter 6</td>
<td>No case</td>
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<td>Lecturette and Discussion</td>
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<td>Discussion of Levels of Strategies</td>
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<td>Feb. 28</td>
<td>Case 10: CAA Saskatchewan</td>
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<td>Submit Briefcase 5; Group 5: Case Analysis</td>
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<td>Guest Speaker: Fred Titanich, CEO</td>
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<td>Mar. 5</td>
<td>Business Strategies</td>
<td>Chapter 5</td>
<td>Submit Briefcase 6; Group 8: Case Analysis</td>
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<td>Lecturette and Discussion</td>
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<td>Case 11: Beanz Versus Starbucks</td>
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<td>Mar. 7</td>
<td>Case 12: tentree</td>
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<td>Submit Briefcase 7; Group 7: Case Analysis</td>
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<td>Lecturette and Discussion</td>
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<tr>
<td>Mar. 12</td>
<td>Global Strategies</td>
<td>Chapter 7</td>
<td>Submit Briefcase 8; Group 8 : Case Analysis</td>
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<td>Lecturette and Discussion</td>
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<td>Case 13: Tim Horton’s</td>
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<td>Mar. 14</td>
<td>Case 14: West Paw</td>
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<td>Submit Briefcase 9; Group 9: Case Analysis</td>
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<td>Lecturette and Discussion</td>
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<tr>
<td>Mar. 19</td>
<td>Industry Change</td>
<td>Chapter 8</td>
<td>Submit Briefcase 10; Group 10: Case Analysis</td>
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<td>Lecturette and Discussion</td>
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<td>Case 15: PlentyoffFish</td>
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<td>Mar. 21</td>
<td>Strategies -Specific Industries</td>
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<td>Submit Briefcase 11; Group 11: Case Analysis</td>
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<td>Lecturette and Discussion</td>
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<td>Case 16: Cameco Corp.</td>
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<tr>
<td>Mar. 26</td>
<td>Project Presentations</td>
<td></td>
<td>Submit Term Project</td>
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<tr>
<td>Mar. 28</td>
<td>Project Presentations</td>
<td></td>
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<tr>
<td>Apr. 2</td>
<td>Implementation &amp; Control</td>
<td>Chapter 9 &amp;</td>
<td>Submit Briefcase 12; Group 12: Case Analysis</td>
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<td></td>
<td>Lecturette and Discussion</td>
<td>Ch. 10</td>
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<td>Case 17: Carmichael Outreach</td>
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<td>Guest Speaker: TBD</td>
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<td>Apr. 4</td>
<td>Corporate Governance</td>
<td></td>
<td>No case</td>
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<td>Apr. 9</td>
<td>Big Data / Predictive Analytics</td>
<td></td>
<td>No case</td>
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<tr>
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<td>Guest Speaker: Greg Hutch, ISM</td>
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<tr>
<td>Apr. 11</td>
<td>WRAP-UP AND REVIEW</td>
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<td></td>
<td>Evaluation</td>
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<td>Apr. 29</td>
<td>FINAL EXAM – 9:00 a.m. -12 p.m.</td>
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<td>Location TBD</td>
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