

BUS 400 – 040 | Business Strategy

COURSE OUTLINE – Spring 2023 (In-person Delivery)

Hill School of Business' Mission

We advance engagement in business and diverse communities through interdisciplinary thinking and research, experiential learning, and critical reflection for personal and professional fulfillment.

Times/Dates	5:30 – 8:15 p.m., Tuesdays and Thursdays, May 4 – June 15, 2023
Classroom	ED 619
Course Site	http://www.uregina.ca/urcourses/ and access through your UR account.

Instructor	Bruce Anderson, MBA, CMC, FCMC, CMC-AF, ICD.D
Office & Hours	ED 512.2 / Will meet in-person or virtually; an advance appointment required.
Telephone	+1 (306) 337-2985 or +1 (306) 539-6311 (Mobile)
E-mail	bruce.anderson@uregina.ca (please use UR Courses email)

LAND ACKNOWLEDGEMENT

The University of Regina is situated on Treaty 4 lands with a presence in Treaty 6. These are the territories of the nêhiyawak, Anihšīnāpēk, Dakota, Lakota, and Nakoda, and the homeland of the Métis/ Michif Nation. Today, these lands continue to be the shared Territory of many diverse peoples from near and far.

COURSE SUMMARY AND OBJECTIVES

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 builds upon functional areas (e.g., HR, Finance, etc.) to help understand, analyze, formulate, implement, and evaluate strategy. Tools will be provided to understand how businesses (and other organizations) address their competitive environment. Effective organizations understand and respond to their environment, leveraging unique capabilities and competencies to pursue opportunities. Use of cases, guest speakers, and class discussion will expose students to the senior leadership context and simulate the role of decision-maker (i.e., think like a CEO).

LEARNING OBJECTIVES / OUTCOMES

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 and evaluate appropriate solutions to organizational problems / issues;
8. Enhance abilities to make and execute strategic decisions;
9. Practice essential skills of insight, judgment, emotional intelligence, and creativity; and
10. Have fun while learning.

COURSE EXPECTATIONS

The course will use lectures and guest speakers, current events, cases and exercises, discussions, projects, audiovisual materials, online resources, and extra reading. Every student will be prepared for each class and will participate actively in each class. Students must attend at least 11 of 13 classes. The learning also happens with other students, so you are expected to contribute your knowledge, experience, and insight to other students' learning. Due to U of R privacy concerns, the class is not recorded and you may not record any portion of class.

Accessibility The University is committed to diverse and inclusive learning by providing services and supports for students based on disability, religion, family status, and gender identity. Any students who require these services will contact the Centre for Student Accessibility to discuss the possibility of academic accommodations and other supports as early as possible. For further information, please email accessibility@uregina.ca.

UR Courses Contains all course materials, class tools, pre-recorded video, and PowerPoints. The materials *are not* substitutes for the required readings. Check UR Courses, before each class, for new content and / or updates.

IT Support Contact IT Support for technical assistance (IT.Support@uregina.ca or +1 306-585-4685).

Contacting Instructor Students are encouraged to contact the instructor for assistance. *Email is preferred through UR Courses* as external emails (e.g., justgoofy@gmail.com) may not work.

Required Attendance Students are **expected to attend all classes**, and **may only miss** (with advance permission) **a maximum of two classes**. If you are late, you are marked absent.

Being Successful in the Course

The Instructor's course notes will be available on UR Courses in advance of each class, but do not rely solely on the course notes. The textbook and readings are essential in laying out the theory and concepts, and will be discussed in class. Students need to understand these concepts and recognize how they are used.

Substantial pre-class work is needed to prepare for each class. Past students have indicated that up to two hours of reading and preparation is needed for each classroom case while another hour is needed to review textbook and course notes materials. Please plan your time accordingly.

You are expected to have read and have prepared **each** case, regardless if you are preparing as an assignment. 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 supplement the course notes with your own notes and review these after class to improve understanding.

Sickness

Any student who is experiencing COVID-19 symptoms and/or has tested positive for COVID-19, will not come to class. Please contact the Instructor as soon as possible to discuss potential accommodation. A student who is unable to attend an on-campus midterm exam must advise the Instructor in advance. There are no make-up exams for mid-terms. If the missed exam is a final exam, the student must submit a deferred exam application, to the Associate Dean, Undergraduate at Hill.Undergrad@uregina.ca, as the Instructor cannot amend final exam dates.

REQUIRED RESOURCES

Required Textbook

Dess, Gregory D., Gerry McNamara, Alan Eisner, and Seung-Hyun Lee. *Strategic Management: Creating Competitive Advantages* (10th Ed.). Toronto, McGraw-Hill, 2021. (ISBN: 9781260575262). You may use older editions, including the 5th Canadian edition. *Note: Don't pay extra for the textbook version with cases included, as we do not use those cases.*

Required Cases

Cases will be selected and posted to UR Courses. Copyright fees for cases 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. The extra cost is approximately \$30-45.

Additional Readings (on UR Courses)

Anderson, B. (2013). Innovation and Strategic Thinking. In J.B. Pealow & S. L. Humphrey (Eds.), *Association Management Development and Practices* (Ch. 31), Canadian Society of Association Executives.

Bain & Company. (2018, April 2). *Core Competencies*. Bain & Company.com <https://www.bain.com/insights/management-tools-core-competencies/>

B Corps. (n.d.). *About B Corps*. B.Corps.com. <https://bcorporation.net/about-b-corps>

Business Financing. (2021, December 13). *Every Country's Top Export and Import*. BusinessFinancing.co.uk. <https://businessfinancing.co.uk/top-export-and-import/>

Canadian Council for Aboriginal Business. (2019, September 6). *Business Reconciliation in Canada Guidebook*. https://www.ccab.com/wp-content/uploads/2019/09/Business-reconciliation-in-canada_WEB-final_AA.pdf **[Read pages 4-7, as a minimum]**

Canadian Trade Commissioner Service. (n.d.). *Spotlight on Intercultural Business*. Trade Commissioner Service, Global Affairs Canada. <https://www.tradecommissioner.gc.ca/tcs-sdc/assets/pdfs/spotlight-feux/spotlight-Intercultural-Business-eng.pdf>

Carr, C. & Collis, D. (2011, September 21). *Should You Have a Global Strategy?* MIT Sloan Management Review. <https://sloanreview.mit.edu/article/should-you-have-a-global-strategy/>

Denning, S. (2017, September 27). *Moving to Blue Ocean Strategy: A Five-Step Process to Make the Shift*. Forbes. <https://www.forbes.com/sites/stevedenning/2017/09/24/moving-to-blue-ocean-strategy-a-five-step-process-to-make-the-shift/?sh=7ddb9ab47f11>

Drucker, P. (1990). *Quotes from Managing the Non-profit Organization*. CNBC.ca. https://cnbc.ca/system/articles/pdfs/2332/original/Drucker_-_Managing_the_Non-Profit_Org.pdf

Edelman. (2021). *Edelman Trust Barometer 2021*. <https://www.edelman.com/sites/g/files/aatuss191/files/2021-03/2021%20Edelman%20Trust%20Barometer.pdf>

DeMatas, D. (2021, November 18). *How to Start an Ecommerce Business from Scratch*. ecommerceCEO.com. <https://www.ecommerceceo.com/start-ecommerce-business/>

Engelbrecht, W., Shah, T., Schoen, A. & Nevin, M. (2019, September 8). *Strategic Alliances for Competitive Advantage*. The Wall Street Journal. <https://deloitte.wsj.com/cfo/2019/09/08/strategic-alliances-for-competitive-advantage/>

Fluvial. (2020, March 27). *Key Takeaways From "Different: Escaping the Competitive Herd" that any Founder or Marketing Leader can Learn from*. Fluvial Blog. <https://www.fluviomarketing.com/blog-summary/key-takeaways-from-different-escaping-the-competitive-herd-that-any-founder-or-marketing-leader-can-learn-from>

Harroch, R.D., Lipkin, D.A. & Smith, R.V. (2018, August 27). *What You Need to Know about Mergers & Acquisition: 12 Key Considerations When Selling Your Company*. Forbes.com. <https://www.forbes.com/sites/allbusiness/2018/08/27/mergers-and-acquisitions-key-considerations-when-selling-your-company/?sh=597a379b4102>

Hofstede Insights. (n.d.). *National Culture*. Hofstede Insights.com. <https://hi.hofstede-insights.com/national-culture>

Imagine Canada. (2021, April 19). *Sector Stats*. Imagine Canada.com. https://imaginecanada.ca/en/360/sector-stats?gclid=Cj0KCCQIAtqL-BRC0ARIsAF4K3WEDAI6mmlCVJAXdtGL_bmSIPzY0m9_HRQast4Gjd_B8T3VliM_VXLt3PkaApuEALw_wcB

Kostuch Media. (2015, February 26). *Canada's Competitive Market is Making it Harder for Restaurants to Thrive*. Kostuch Media Ltd. <https://www.foodserviceandhospitality.com/canadas-competitive-market-it-making-it-harder-for-restaurants-to-thrive/?cn-reloaded=1>

Laczkowski, K., Rehm, W. & Warner, B. (2018, November 29). *Seeing Your Way to Better Strategy*. McKinsey & Company. <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/seeing-your-way-to-better-strategy>

Leadem, R. (2017, April 8). *This Cow Illustrates 8 Business Models (Infographic)*. Entrepreneur. <https://www.entrepreneur.com/article/292515>

MacDougall, A, Valley, J. & Jeffrey, J. (2020). *Diversity Disclosure Practices: Diversity and Leadership at Canadian Public Companies*. Osler, Hoskin, & Harcourt LLP. <https://www.osler.com/osler/media/Osler/reports/corporate-governance/Diversity-and-Leadership-in-Corporate-Canada-2020.pdf>

Michels, David. (2019, June 17). *The Trust Crisis in Business*. Forbes. <https://www.forbes.com/sites/davidmichels/2019/06/17/the-trust-crisis-in-business/?sh=1922215d44a6>

Osterwalder, A. & Pigneur, Y. (2010). *Business Model Generation*. Strategyzer. <https://strategyzer.com/books/business-model-generation> [Read Pages 14-41 as a minimum. Note: you will see these are not text-heavy pages]

Reddy, N. (2018, February 12). *Want a Successful Business? Build an Effective Strategy*. Forbes. <https://www.forbes.com/sites/forbescoachescouncil/2018/02/12/want-a-successful-business-build-an-effective-strategy/?sh=2dab178069bf>

Sahadi, J. (2018, October 25). *How Successful CEOs Manage Their Time*. CNN Business. <https://www.cnn.com/2018/10/25/success/ceos-time-management/index.html>

Smith, R. (2020, August 19). *5 Simple Steps to Valuing Your Small Business*. Business.com. <https://www.business.com/articles/four-simple-steps-to-valuing-your-small-business/>

Strategyzer. (n.d.). *Value Proposition Canvas Explained*. <https://www.strategyzer.com/canvas/value-proposition-canvas>

Truth and Reconciliation Commission of Canada. (2015). *Truth and Reconciliation Commission of Canada: Calls to Action*. National Centre for Truth and Reconciliation. https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Calls_to_Action_English2.pdf

SUPPORT SERVICES – RESEARCH, STUDYING & WRITING

Each student should access a faculty academic program advisor, who is a great resource if you have any academic issues or questions. Other U of R services provided are:

- The **Student Success Centre** provides confidential guidance and support to students. Counselling services are also available for students experiencing anxiety, depression, other mental health-related issues, or chronic pain. Please visit <https://www.uregina.ca/student/counselling/>.
- **Mental Health Wellness Hub**. <https://www.uregina.ca/mental-wellness/>
- The **U of R Library** staff are always glad to help to students with research and assignments. Our business librarian, Kate Cushon is available to provide advice on your projects.
- **UR International** provides free academic and non-academic assistance (e.g., English language services, cultural transition, and new learning environment adjustment) for international students.

PREVENTION OF 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 behaviour that 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 is at <https://www.uregina.ca/policy/browse-policy/policy-GOV-100-015.html>.

If you have concerns about any conduct occurring in BUS 400, 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 at (306) 585-5400 or respect@uregina.ca.

ACADEMIC MISCONDUCT AND PLAGIARISM

While you are encouraged to interact with and learn from other students in this class, you are expected to do your own work. Copying others' work constitutes academic misconduct, and other examples of misconduct are sharing answers during exams, talking during exams, using contract cheating sites like Chegg and Course Hero, signing other classmates in for attendance purposes, etc. You may not upload assignments and exams (including your own) or course content to the contract cheating sites, as the course deliverables and materials are copy written. Be sure you understand Student Code of Conduct and Right to Appeal, contained in the 2023-24 Academic Calendar <https://www.uregina.ca/student/registrar/resources-for-students/academic-calendars-and-schedule/undergraduate-calendar/index.html> or ask your Instructor in advance about plagiarism or misconduct.

If you are using someone's words or sharing their ideas, you must give them credit through proper citation (and references) or it will be considered plagiarism. In-text citations must be included for all information found through research. This includes anything that was your own previous knowledge or your own personal research and analysis (where you are the author). It must be cited even if the information is paraphrased. **You must cite ideas too, not just the words** used. Do not purchase or access student assignments or similar information online. Even if cited, other students' work may not be used in any course assignments. NOTE: plagiarism in the form of **ANY** missing in-text citations and/or references will be referred to the Associate Dean – Undergraduate Program's office for investigation of academic misconduct. Do not affect your academic career with plagiarism; cite correctly!

COURSE ASSESSMENT SUMMARY

Grading

Learners are evaluated based on the following elements:

DELIVERABLE	GRADING	DUE DATE
Individual Written Case Brief	10%	Various: May - June
Group Written Case Analysis	20%	Various: To be Assigned
Mid-term Exam (case)	15%	May 25
Term Project (individually or pairs)	25%	June 15
Final Exam (case)	30%	June 22
TOTAL	100%	

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 passed the final exam and passed the class, before using the bonus.

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> and then find Pool of Research Participants under Quick Links, and 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 bond007@uregina.ca, you should enter bond007 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.

DETAILED COURSE ASSESSMENT

A. General

- You are expected to be prepared for each class – having read all course materials and prepared the cases and / or assignments. You can expect to be called upon in class. Please note that you are responsible for knowing all of the material presented or discussed in the classroom.
- Every student is expected to participate fully in class, thus contributing to your peers' and your own learning. You can participate by asking questions, sharing experiences, and in other ways.
- Please inform the Instructor of any absences from class. You are expected to attend each class and be ready before class starts. Being late will be considered as an absence.
- You must commit to a minimum amount of course work (including attending at least 11 of 13 classes) to be in good standing and able to write the final exam. To pass this course, you **MUST** get a 50% or better average on the mid-term and final exams.
- No late assignments will be accepted. A mark of 0% will be assigned. There is no make-up for a missed exam. If the mid-term is missed for any reason, the marks will be added to the final exam.
- No changes to the final exam will be allowed by the Instructor. Extensions or requests for changes by students to the **final** exam will require the student to complete a formal request for deferral to be approved by the Associate Dean, Undergraduate.
- You will use the APA style for citations (<https://uregina.libguides.com/c.php?g=606347&p=4202683>). It is not appropriate to use others' case analysis or other students' reports, nor use unverifiable sites like Wikipedia, Investopedia, etc.
- All assignments are submitted through UR Courses before 11:00 p.m. on day before the class.

The grading is further detailed as follows:

B. Case Brief

Each student will submit one (1) individually written case brief from any case noted in the **Class Schedule**. You will pick the case you wish to analyze but it cannot be the case that your group is analyzing. The case brief will be submitted before 11:00 p.m. of the day before the case is scheduled. You are cautioned to avoid submitting very late in the semester but it is recommended that you complete a case brief after a few cases have been discussed in class, to be clear on expectations. If you receive a mark of less than 75% on your case brief, you will have another opportunity (by advising the Instructor) to submit an additional case brief from any future scheduled case. The best mark will be used in grading and a marking grid is on UR Courses.

Case Format to be used is as follows:

- **Introduction** - Define issue(s) and problem. Also, provide a brief context to the situation (avoid repeating case information). Likely 2-3 sentences would be sufficient.
- **Analysis:** Do not repeat case facts, rather explain what they mean. Conduct external and internal analysis.
 - **External Analysis** – Use appropriate environmental and industry analysis: Porter’s Five Forces, industry life cycle, opportunities / threats, PEST-G (or other form), industry attractiveness, etc. *You will make a conclusion, answering: What is the industry attractiveness?*
 - **Internal Analysis** – Use appropriate analysis of current business strategy, structure, culture, business model, value chain analysis, core competencies, financial condition, 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 will make a conclusion, answering: What are the firm’s resources and competencies (or lack of), and can they be leveraged (or addressed)?*
- **Alternatives & Discussion:** Offer high-level, mutually exclusive (i.e., either / or, but not “and”) solutions to the problem. These will be of a “what to do”, not a “how to do it” nature.
- **Recommendation:** Chose one option, based on specific decision criteria you have provided (not pros/cons but could be decision matrix, profitability, ROI, etc.).
- **Implementation and Action Plan:** Outline specific, measurable actions by timeframes. Outline who does it, when, how or with what, and how much it will cost (an estimate is fine).
- **Conclusion:** Briefly summarize what you said in the write-up. A couple sentences will restate the problem, your solution, and a couple key actions to solve the issues.

No cover page is needed but make sure your name or student number is in the header or footer. Your write-up will be limited to two pages single-spaced, at least 11-point font with 2.5 cm. margins and using the assigned headings. Up to two (2) pages of relevant appendices (e.g., decision criteria, detailed analysis, table, etc.) may be attached. **If you are over the 2-page limit or use the incorrect format, you will be penalized.** Submit a Microsoft Word document through UR Courses as **no PDF files are allowed.**

No outside research will be permitted for cases so *no citations are needed*, as all needed information is in the case. You will **not** access or use any student papers nor use any other sources, and doing so is misconduct.

C. Group Case Analysis

A group of three (3) people will be assigned a case to be discussed in class. The group will conduct a written case analysis, following the **Case Format** in the Case Brief section. You will not be limited to two pages; rather, the report is expected to be 7-10 pages in length plus a Cover/Title Page and Appendices. Submit a Microsoft Word document (Windows-compatible) through UR Courses as **no PDF files are allowed.**

No outside research will be permitted so *no citations are needed*, as all needed information is in the case. You will **not** access nor use any student papers nor use any other sources, as to do so will be considered misconduct.

Your group will make an oral presentation on the case’s scheduled class. All members of the group will participate in a 10-15 minute (excluding questions and answers) presentation during class, outlining the case analysis. You may use a PowerPoint presentation or other format (with a limit of 5-7 slides) or may use a more creative approach (e.g., asking questions, role play, etc.) to make the presentation.

D. Term Project

This project will be done in groups of three (3). Your topic can be from the business, not-for-profit, or public sectors. The term case project will consist of two parts. In the **first part**, 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. Outside research *is* expected. The following approach is typically used for the first part:

Opening Paragraph(s)

Content - General Company Info, Specific Area of Interest, Specific Problem or Decision, etc.

Alternatives (optional)

Concluding Paragraph(s)

Exhibits

Note: These are suggested titles; you may use your own titles to fit your content.

The **second part** involves creatively solving the case (with *no further outside research*), using the Case Format in the case brief section, but this is not limited to two pages. No new information will be presented so all information must be contained in the first part. *Both parts are submitted as one document.* The length (of both parts) will typically be 7-12 pages, plus any exhibits and appendices.

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 with a similar style and be free of grammar / spelling errors. Marking grids are provided on UR Courses.

You are expected to discuss your topic with me. Your selected topic - organization and issue to address – and the group members will be submitted in a brief e-mail early in the semester.

Submit a Microsoft Word document through UR Courses. **No PDF files may be submitted**, as submissions are marked electronically, and a Word file allows for detailed and conveniently located comments and useful feedback. The document will be at least 11-point font, single-spaced, and have 2.5 cm. margins.

You are expected to do outside research on the organization. You can seek the cooperation of the organization to do the case OR you can use published sources only (this is easy with a public organization) without the cooperation of the organization. Citations and references are done in the APA style (See Archer Library website for Style Guides).

E. Mid-Term Exam

This exam will be a case and will be discussed further in class. The exam will be written in the 5th Floor computer labs and while it is open book, you will have access only to UR Courses but may bring any paper notes. Your exam will consist of a set of questions consistent with what was discussed during the course. You will submit a Word file of your answers. The case will be posted in advance of the exam and may not be discussed with anyone nor can you access any external resources.

F. Final Exam:

The final exam will be comprehensive and will be a case. Your exam will consist of a set of questions consistent with what was discussed during the course. The exam will be written in the 5th Floor computer labs and while it is open book, you will have access only to UR Courses but may bring any paper notes. You will submit a Word file of your answers. The case will be posted in advance of the exam and may not be discussed with anyone nor can you access any external resources. The exam will be discussed in a future class.

You must pass the final exam to pass the course and you must meet all course requirements to be eligible to write the exam. Course requirements include attending at least 11 of 13 classes.

CLASS SCHEDULE

The class schedule and course outline are subject to changes. Please check UR Courses site for any updates.

**Case briefs are submitted before 11:00 p.m. on day before class (i.e., on Monday before case in Tuesday's class)*

DATE	TOPIC	READING	DELIVERABLES
May 4	Introduction and Course Overview	Ch.1	
	General Manager & Strategic Management	Sahadi: CEOs' Time	
	Case Analysis Process <u>Case 1: Sun Café and Bar</u>	Case Analysis Slides	Read Case: No submission
May 9	Business Models In-class Exercises	Osterwalder: BMC Entrepreneur: This Cow	
	<u>Case 2: Neechie Gear</u>		Read Case: No submission
	Value Proposition	Video: Value Proposition	
May 11	External Environments Discussion of group projects	Ch. 2 Kostuch: Harder to Thrive Denning: Blue Ocean	
	<u>Case 3: Mount Joy Beverages</u>		Read Case: No submission
	<u>Case 4: Beanz vs Starbucks</u>		Read Case: No submission
May 16	Internal Analysis <u>Case 5: PEI Preserves</u> Group Presentation	Ch. 3 b-corps: About b corps	Prepare PEI Preserves Option: Submit case brief* Group Case* & Presentation
	<u>Case 6: West Paw</u> Group Presentation		Prepare West Paw Option: Submit case brief* Group Case* & Presentation
May 18	Resources & Capabilities Guest Speaker: Elan Ange, CEO, O&T Farms / Oleet Processing Ltd.	Ch. 4 Bain: Core Competencies Anderson: Innovation	
	<u>Case 7: Louis Vuitton</u> Group Presentation		Prepare Louis Vuitton Option: Submit case brief* Group Case* & Presentation
May 23	Corporate Strategies Guest Speaker: Annette Revet, Chief Transformation Officer, Conexus Credit Union	Ch. 6 Fluvial Blog: Different Laczkowski: Better Strategy	
	<u>Case 8: Hillberg & Berg</u> Group Presentation		Prepare Hillberg & Berk Option: Submit case brief* Group Case* & Presentation

May 25	ESG Mid-term Exam 6:30 p.m. – 8:15 p.m.	Edelman: Trust Barometer Michels: Trust Crisis	
May 30	Business Strategies Guest Speaker: TBD Case 9: DOT Group Presentation	Ch. 5 Reddy: Successful Business Smith: Valuing Business	Prepare DOT Option: Submit case brief* Group Case* & Presentation
June 1	Globalization and International Strategy Guest Speaker: TBD Case 10: AGT (A) Group Presentation	Ch. 7 Carr: Global Strategy Hofstede: National Culture Business Financing: Exports Trade Comm.: Intercultural	Prepare AGT Option: Submit case brief* Group Case* & Presentation
June 6	Strategic Alliances Guest Speaker: Cadmus Delorme, Former Chief, Cowessess First Nation Case 11: TransCanada's Energy East Group Presentation	Engelbrecht: Alliances TRC: Calls to Action CCAB: Reconciliation	Prepare TC Energy East Option: Submit case brief* Group Case* & Presentation
June 8	Diversification and Acquisitions Guest Speaker: Fred Titanich, President and CEO, CAA Saskatchewan Case 12: CAA Saskatchewan Group Presentation Industry Change	Harroch: Mergers CAA links DeMatas: Ecommerce Ch. 8	Prepare CAA Saskatchewan Option: Submit case brief* Group Case* & Presentation
June 13	Implementation & Control Guest Speaker: Danielle Goulden, former Executive Director, Carmichael Outreach Case 13: Carmichael Outreach Group Presentation	Ch. 9 & 10 Drucker: Managing NPO Imagine Cda: Size of Sector	Prepare Carmichael Option: Submit case brief* Group Case* & Presentation
June 15	Governance, Leadership & Ethics Guest Speaker: Pam Klein, CEO, Phoenix Advertising Group Wrap-Up and Review	Ch. 11 MacDougall: Diversity	
June 22	Final Exam – 7:00 – 10:00 p.m. Location: TBD		

