

Course Outline
BUS 400 (070 & 077): Business Strategy
Summer Session 2023

Class Time: MW 10:00 – 12:45pm - Room ED 616
Instructor: Lee Elliott, Cdir, B.A., MBA
Email lee.elliott@uregina.ca

Office Hours: By Appointment

This class will be hybrid meaning students registered in the online section will attend both classes and exams via Zoom. It is very important to note that once registered a student can't switch sections. The class zoom links will be hard wired to allow section 077 only.

TECHNICAL REQUIREMENTS FOR ONLINE STUDENTS (Section 077)

“This course requires a reliable internet connection, a computer and a **webcam** to enable your participation in mandatory course discussions, assignments and/or exams. Use of a webcam is required to maintain academic integrity during this course.”

Students must be able to take part in the class as required by use of Zoom.

- Go to <https://zoom.us/>
- Create a free account or participate as a guest if you prefer
- Join a meeting
- Class meeting link will be at the top of UR Courses site

The minimum technical recommendations for both students and instructors are posted here: <https://www.uregina.ca/remote-learning/technical.html>

Generally, these include:

- A computer that can run a supported version of Windows or MacOS-A screen large enough to view documents and videos-A webcam, microphone, and speakers/headphones/earbuds
- Reliable internet access.

If you or your students have questions about technical requirements or your systems, please contact IT Support at IT.Support@uregina.ca or 306-585-4685 or 1-844-585-4685

SUMMARY:

Effective strategy management is an essential skill for managers and entrepreneurs. In simple terms, a strategy is a plan of action toward specific results. Strategic management is an organization-wide process for determining the organization's sense of purpose, direction, and competitiveness. It is critical in a global economy that is ever-changing. An effective "strategic" manager asks the right questions and seeks the right information to make informed and strategic decisions.

Business Strategy is an advanced course, providing students with an integration of functional subjects like HR and Finance, into the context of management. Previous courses' concepts and learning will be utilized to help you understand, analyze, formulate, implement, and evaluate strategy. Thus, Business Strategy is referred to a "capstone" course that integrates much of past learning in the BBA program.

This course will provide tools and context, and practice applying concepts into understanding how businesses (and all organizations) address the competitive environment in which they operate. Not surprisingly, effective organizations are the ones that understand and respond well to their environment, leveraging competencies and capabilities.

Students will get an executive-level perspective to issues and acquire and refine skills to make them successful in that context. Not surprisingly, no organization is likely to hire a student directly from university to run the organization. Cases and other tools are used to expose students to the context and simulate what it is like to be in the role of decision-maker.

PREREQUISITES:

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

Text (required)

Gregory G. Dess, G. McNamara, Alan Eisner, Seung-Hyun Lee. *Strategic Management: Text & Cases, 10th Edition*. McGraw-Hill. 2021.

Grading

Term Project (Case & Analysis)	20%
Assignments	10%
Class Participation	10%
Presentations and Write up	15%
Mid-Term Exam: (July 31)	15%
Final Exam (9:00AM, August 23)	<u>30%</u>
	100%

Class Attendance and Contribution:

Students are expected to attend and contribute as necessary to each scheduled class session. Critical class information will be presented each day. If you miss more than (2) full lectures, you may be excluded from writing the final exam.

Student Accessibility

Students requesting accommodations should contact the accessibility center at accessibility@uregina.ca.

Note on Exams:

For the Mid-Term Exam, students will be responsible for all material previously covered in class, as well as the assigned text chapters and problems. The Final Exam will be based on the entire term work, but those topics and materials covered after the Mid-Term will be given additional emphasis. Students are expected to complete exams during the scheduled time and exam deferrals can only be granted by the Faculty of Business under exceptional circumstances.

Case Format:

Cases will follow a standard Case Format and use Headings:

Introduction – Define problem, why it happened, and provide context / background.

External Analysis – Use appropriate environmental and industry analysis: General Environment Analysis (PESTGD), Porter’s Five Forces, Industry life cycle, stakeholder analysis, opportunities / threats, etc. You must make a conclusion, answering: what is the industry attractiveness?

Internal Analysis – Use appropriate analysis of structure, culture, 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 must make a conclusion, answering: Are the firm’s resources sufficient to proceed with an option?

Options – Offer distinct, mutually exclusive (either / or) options but avoid “how “/ actions – that will resolve the identified problem.

Evaluation of Alternatives – Impact, Resources, Stakeholders.

Recommendation – What is the best option and why?

Case Briefs

This class will include 6-8 cases. Cases will be available on UR Courses prior to class time. A case brief will be due before each case discussion class. Case briefs will begin with very basic format and evolve into more advance analysis over the semester. Case briefs will be graded mostly on a 1-3 basis and may or may not contain comments. All assignments will be handed in through URCourses. Links will have set time and **No** late assignments will be accepted after the link has expired for any reason.

Term Project

The term project will consist of two parts. First, students will research and prepare a strategy case (in the style of Ivey cases) on a current business or organization. Ideally, one operating in Saskatchewan where you can communicate with an actual person. The second part involves a case analysis of the written case to be written in a form that will be provided. Case and analysis are not to exceed 3500 words excluding title page, references (if necessary) and appendices. If any portion of this assignment exceeds the maximum word count, that portion will not be marked. Projects are to be submitted to the appropriate link on UR Courses and NO LATES WILL BE ACCEPTED for any reason.

Students experiencing difficulties with assignments are encouraged to contact me prior to due date and after thoroughly reading the text and reviewing class notes.

Presentation and Write up

Students will be placed in groups of 3 or 4 as chosen by Instructor. Presentations will be about 20 minutes long or about 5 minutes per student. Topics will be chosen by students with the guideline that topics must be relevant to business strategy. All presentation topics must be submitted for approval and must be seen to “add value to a business strategy class”.

Grading will be based on content, creativity, preparation, structure, and relevance to course material. On your presentation day, a maximum 1250-word group paper will be due. This paper is to reflect your presentation and ONE per group will be handed in. Mandatory peer evaluation is also due on presentation day.

Intellectual Integrity

Students enrolled in Business courses at the University of Regina are expected to adhere rigorously to principles of intellectual integrity. Plagiarism is a form of intellectual dishonesty in which another person's work is presented as one's own. Plagiarism or cheating on examinations/assignments is a serious offence that may result in a zero grade on an assignment, a failing grade in a course, or expulsion from the University. For more information on this matter, please consult Section 5.13 of the Undergraduate Calendar. As well, any form of collaboration on any assignment or exam will be treated as academic misconduct and the incident will be investigated by the Dean's Office. Collaboration would only be allowed for the group presentation and paper. Any use of an AI program like ChatGPT or Bing Chat will be considered academic misconduct and referred to the Office of the Dean for investigation.

Completion of this class

This is the capstone class required to graduate from the Faculty of Business. You must complete all parts of the class in order to receive a passing grade. If you miss any (1) of the major assignments or a total of (4) of the minor assignments, you will be assigned a final grade of Incomplete. Late assignments will not be accepted in this class and quizzes will not be reopened. Complete your work early.

TENTATIVE CLASS SCHEDULE: The schedule **will change**. Please check UR Courses for updates. **Key:** *M = Monday and W=Wednesday*

Date	Topic	Reading(s)
W, July 5	Welcome, Course Overview, Vision, Mission, Values	Ch. 1
Assignment # 1 - Vision/Mission Statements - Due before 11:00 p.m. on Thurs, July 8		
M, July 10	Case Writing /Analyzing the External Environment	Ch. 2
Assignment # 2 - Case Brief - Alison's Coffee Shop - Due before 10:00 am on Monday, July 12		
W, July 12	Analytical Tools & Case Discussion	
M, July 17	Analyzing the Internal Environment	Ch. 3
W, July 19	Guest Lecture: Greg Hutch	
Assignment # 3 - Case Brief - Coral Divers - Due before 10:00 am on Wednesday, July 21		
M, July 24	Internal Environment Continued	
Assignment #4 - Case Brief - Due before 10:00 am on Monday, July 26		
W, July 26	Case Discussion	
M, July 31	Midterm Exam	All material to this point
W, Aug 2	Intellectual Assets and Case	Ch. 4
Assignment #5 - Case Brief - Due before 10:00 am on Wednesday, Aug. 4		
M, Aug 7	Holiday - No Class	
W, Aug 9	Business Level Strategy Group Presentations Begin	Ch. 5
Assignment # 6 - Case Brief - Due before 10:00 am on Wednesday, Aug. 11		
M, Aug 14	Corporate Level Strategy and Case	Ch. 6
Assignment # 7 - Case Brief - Due before 10:00 am on Monday, Aug 16		
W, Aug 16	Case Discussion and Term Project	
	Governance	Ch. 10
Term Assignment: Case and Solution - Due before 11PM on Friday, Aug 18		
W, Aug 23	Final Exam 9:00 am - 12:00 PM	

Welcome Business Leaders!

SUPPORT SERVICES – RESEARCH, STUDYING & WRITING

Each business student is assigned 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 personalized guidance and support to students in achieving their university, professional development, and life goals.
<https://www.uregina.ca/student/ssc/>
- 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 guidance on your E-Scan and term project. The library has a library guide (Kate's Libguide) designed for you on the UR Courses site or <http://uregina.libguides.com/cat.php?cid=21181>.
- **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. <https://www.uregina.ca/international/>

STUDENT ACCESSABILITY

The University of Regina wishes to support all students in achieving academic success while enjoying a full and rewarding university experience.

Student Accessibility upholds the University's commitment to a diverse and inclusive learning environment by providing services and supports for students based on disability, religion, family status, and gender identity. For further information, please email accessibility@uregina.ca or call [\(306\) 585-4491](tel:(306)585-4491).

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>. 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 100, 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.



Feeling Stressed? Always worried?

Some stress is normal when you're going to university but **1 in 5 students** will suffer from enough distress that they **would benefit from counselling**.

What can I do?

The U of R offers several counselling services free of charge for students at the U of R. These sessions are confidential and easy to access for students – simply go to the second floor of Riddell, Room 251 to make an appointment.

When should you go?

Knowing when to schedule an appointment can be tough. Some common issues you might need help with include test anxiety, if you've experienced a trauma like losing a family member or a close friend, or if you've recently ended a relationship.

If the feelings you're experiencing are more intense and severe counselling services can also provide urgent service within 3 days and referrals as needed.

What options are available for me?

Personal Counselling – This is a great option if you'd like one on one attention for things like anxiety and panic, relationship conflict, depression, grief and loss, academic issues, body image and substance abuse. Up to 5 sessions are free per semester. Try it – talking about your problems can be more helpful than you might think!

Group Counselling – Simply put, you're not alone. Many students are experiencing the same things as you. The U of R offers a wide variety of group counselling opportunities that can help teach many skills for managing your mental health, including: Meditation and relaxation, Healthy relationships, Stress Management and Self-Care.

But I can't afford counselling...

Seeking counselling doesn't have to be cost prohibitive. Many students can benefit from the 5 free sessions offered by the University as a benefit of being a student.

If you need more sessions make sure you contact URSU and visit www.iHaveAPlan.ca. Many expenses that are related to mental health, including going to a psychologist, are partially covered by your Student Health and Dental Plan!

What else can I do?

Self-care - taking better care of yourself, can help you out. Eating better, working out, smoking and drinking less and balancing school with fun can all help with mental health!

Have a problem but don't know how to fix it?

URSU's Student Advocate can help you free of charge!

- Academic Appeals
- Disciplinary Appeals
- Student Loan Appeals
- E-mail advocate@ursu.ca to schedule an appointment today!
- Emergency Bursaries
- Notary Public
- Rentalsman Appeals

