

Business Policy & Strategy | GBUS / MBA 815 AUGUST 2021 COURSE OUTLINE

Synchronous (Remote delivery at scheduled class times)

CLASS DETAILS

Class Location: Remote Delivery by Zoom

Class Dates/Times: August 13 – 14 and 19 - 21, 2021 – 8:30 a.m. – 4:30 p.m. Regina time

Optional Sessions: Introduction to cases and the class (Zoom format):

May attend 1 of: **Option 1:** Wednesday, June 23 @ 5:00 – 6:00 p.m. (details on UR Courses)

Option 2: Thursday, August 5 @ 5:00 – 6:00 p.m. (details on UR Courses)

INSTRUCTOR CONTACTS

Name: Bruce Anderson

Office Hours: By appointment (remotely)

Mobile: +1 306-539-6311

Email: bruce.anderson@uregina.ca

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 DESCRIPTION

GBUS / MBA 815 should be taken as one of the last classes in your MBA or GBUS degree, as the class is comprehensive and builds on previous graduate course work. It focuses on an organization's strategic decision-making in a competitive, global context. While the focus is on business, "organization" also includes not-for-profits and government entities. **Strategy** is management-level decisions that require understanding, analyzing, formulating, implementing, and evaluating a plan of action. A **Policy** view reflects that skilled managers and leaders will engage stakeholders and address important concepts such as ethics, governance, indigenization, and social responsibility. Effective organizations understand and respond to the environment, leveraging unique competencies and capabilities to pursue opportunities. Tension exists between what is *wanted*, what is *needed*, and what *can be done*, and purposeful organizations manage this tension.

LEARNING OBJECTIVES / OUTCOMES

Upon completion of this course, the student will:

1. Understand the analysis, formulation, implementation, and evaluation of strategy;
2. Appreciate the impact of external environment and internal capacity on management decisions;

3. Understand how and why organizations position themselves in a global market;
4. Gain and apply the skills needed to develop a strategic direction and plan for an organization;
5. Integrate learning from previous classes and personal experience into a broader strategic perspective;
6. Relate classroom theory to practical, real-life examples of local and global organizations;
7. Generate options and solutions to organizational problems and understand the impact; and
8. Have fun while learning.

COURSE EXPECTATIONS

The course will use mini-lectures, class discussions, readings and cases, activities / exercises, and guest speakers. The class will be delivered remotely in a synchronous format (i.e., class offered during scheduled times). It will be delivered remotely, through Zoom technology. Every student is expected to be prepared for each class – having read all course materials and prepared the cases and / or assignments. Useful for reviewing class learning, PowerPoint slides contain extra content (and are NOT a substitute to reading the textbook and required readings). Also, everyone is also expected to participate fully in class, thus contributing to your peers and your own learning. **Please be familiar with this course outline and its requirements.**

LEARNING APPROACH

This class is typically delivered in an in-person, case room format, but that is not possible in the current situation. Fortunately, the instructor has adapted the course to the online learning delivery format so being remote will not greatly affect the rigour or the impact, providing the students commit to learning in this format. Rather, the format will be a useful approach (e.g., access to more guest speakers, etc.) with lots of advantages for students. There are five themes or approaches that will be used extensively:

Message of Sustainability. Research has shown organizations that embrace corporate social responsibility and integrate it in their strategy, will out-perform others that do not. The more comprehensive concept of ESG (Environmental, Social, and Governance) will be weaved into the course. Indigenization is reflected as well.

Trust Crisis. The Edeleman Trust Barometer measures trust in nations, government, and corporations. Lack of trust limits an organization’s ability to grow. This theme will be prominent in the class.

Live Case Theme. We will be using the Conexus Credit Union as an ongoing discussion throughout the course. Guest speakers and panel discussions will show how Conexus is applying strategy in its industry.

Think, Pair, Share. The first part is individual reflection, the next part involves sharing with a partner(s) to ensure you have considered all points, and the key part is sharing with class. Learning is not just from the textbook and Instructor only; your peers have perspectives and experiences You are expected to share too.

Read, Reflect, Do. This will be demonstrated as various times during the course. Your approach should be gather knowledge from reading, to start to understand the knowledge using reflections, and gain confidence in the concepts through practicing (doing). This is set up in your UR Courses site and your learning will be more meaningful if you follow the guidance through the three stages.

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 essential in laying out the theory and concepts critical to being successful in class. 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 intensive format of this class means much of the reading will have to be done before the class starts, though quick reviews will help retain the materials. Please plan your time accordingly.

The case analysis process offers insight into all cases. Past students have indicated that 1-2 hours of reading and preparation is needed for each classroom case while another hour is needed to review textbook and course note materials for each class. You are expected to have read and prepared **each** case.

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 (i.e., make them your own personalized notes) and review these after class to improve retention and understanding.

COURSE MATERIALS

Textbook: Crossan, Mary M., Michael J. Rouse, Joseph N. Fry, & J. Peter Killing. *Strategic Analysis and Action, 9th Edition*. Toronto: Pearson Prentice Hall, 2015. (ISBN-13: 9780133370294). Available in e-book. Students may use older editions.

Required Cases: Cases will be posted in advance on UR Courses. We try to use many Hill / Levene faculty-authored cases. Due to the partnership with the Ivey School of Business, these cases are used without cost by the Levene School of Business. Other cases will have copyright fees that will be charged to your student account by Financial Services during the semester. The extra cost is expected to be approximately \$25-30.

Required Reading: Links are in UR Courses. Some topics are not covered by the textbook and still are included in the course to deepen your understanding of strategy and strategic issues.

Armstrong, P. (2016, August 17). *Technology Vs. Human – Who is Going to Win? An Interview with Gerd Leonhard*. Forbes. <https://www.forbes.com/sites/paularmstrongtech/2016/08/17/technology-vs-human-who-is-going-to-win-an-interview-with-gerd-leonhard/?sh=69f04f8449cd>

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**]

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/>

Dewar, C.; Hirt, M. & Keller, S. (2019, October 25). *The Mindsets and Practices of Excellent CEOs*. McKinsey & Company. <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-mindsets-and-practices-of-excellent-ceos>.

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

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/>

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*. <https://www.forbes.com/sites/allbusiness/2018/08/27/mergers-and-acquisitions-key-considerations-when-selling-your-company/?sh=597a379b4102>

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]

Perricos, C. & Kapur, V. (2019, June 24). *Anticipatory Government: Pre-empting Problems through Predictive Analytics*. Deloitte Insights. <https://www2.deloitte.com/us/en/insights/industry/public-sector/government-trends/2020/predictive-analytics-in-government.html>

Supplemental Optional Reading: Links are on UR Courses. It is highly recommended to read these additional readings as they enhance content and offer other perspectives, adding richness to your learning.

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*. <https://www.bain.com/insights/management-tools-core-competencies/>

Canadian Chamber of Commerce. (2010, December). *Ready for Business: Canada's Aboriginal and Non-Aboriginal Businesses as Equal Partners*. <https://docplayer.net/15682209-Ready-for-business-canada-s-aboriginal-and-non-aboriginal-businesses-as-equal-partners.html> [Read pages 3-8 as a minimum]

Courtney, H.G., Kirkland, J. & Viguerie, S.P. (2000, June 1). *Strategy Under Uncertainty*. McKinsey Quarterly. <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/strategy-under-uncertainty>

Diaz, A. (2020, June 16). *The Four V's of Big Data*. Open Sistemas. <https://opensistemas.com/en/the-four-vs-of-big-data/>

Hurst, D. (2020, April 30). *Forces of Nature*. Strategy + Business. <https://www.strategy-business.com/article/Forces-of-nature?gko=7d451> [David is a big-picture thinker and a past lecturer in the Levene School]

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>

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>

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

STUDENT RESOURCES

Accessibility Services

If there is any learner who, because of a disability or other consideration, may have a need for an accommodation(s), please contact the Centre for Student Accessibility before the start of the course (<https://www.uregina.ca/student/accessibility/>). The Centre will advise how you proceed and indicate the required communication with your instructor.

Counselling Services

If you are experiencing personal problems that may be affecting your studies, please consider accessing the U of R Counselling Services at <https://www.uregina.ca/student/counselling/services/index.html>.

Writing Assistance

The Student Success Centre (<https://www.uregina.ca/student/ssc/>) offers both on-line resources and in- person tutoring on writing skills.

COURSE ASSESSMENT SUMMARY

The following is the grading scheme:

DELIVERABLE	GRADING
Pre-Class Assignment	20%
Article Summary (1 st week)	5%
Article Summary (2 nd week)	5%
Mid-Term Exam (case)	20%
Final Exam	30%
Final Assignment	20%
TOTAL	100%

For a description of the grading system, consult the Faculty of Graduate Studies and Research link here: <https://www.uregina.ca/gradstudies/current-students/grad-calendar/grading-system.html#gradingsystem>

A+	95 – 100%	Exceptional performance
A+	90 – 94%	Outstanding performance
A	85 – 89%	Excellent performance
A-	80 – 84%	Very good performance
B+	75 – 79%	Good or satisfactory performance
B	70 – 74%	Minimally accepted performance
F	0 – 69%	Unacceptable or failing performance

DESCRIPTION OF ASSESSMENT

Being a compressed five days of classes within nine days, there is not much time to do all the course work. The assignments will be due both before and after the class. The deliverables are:

A. Pre-Class Assignment (due on or before Thursday, August 5 by 5:00 p.m. Regina time):

This assignment may be done individually or in pairs (the instructor will not set these up). Using the Edelman Trust Barometer 2021 (see Required Reading list), you will:

- Pick one of nine (9) sectors from the chart on page 47 (e.g., technology, etc.)
- Conduct an environmental scan of the sector using tools outlined in the course, and make (and support) a conclusion on the attractiveness of the industry;
- Describe at least three major competitors in that sector, assess whether the firms are successful in the sector, and describe key competencies used by these firms to compete in the sector;
- Discuss industry factors that have led to the industry's improved or declined trust in the sector.

Note: This assignment will tie into the final project so pick something for which you can find lots of information. The U of R library will have significant information in IBISWorld Canada, ABI/Inform, CBCA, Nexi Uni, and Economist Intelligence Unit databases, available online from anywhere. The Library has an excellent Online Chat Widget (under Library, Contact Us). The librarian for business Kate Cushon (or one of her colleagues) may assist with how to use the databases. As a graduate student, you are expected to understand how to conduct library searches but the librarian would be available with enough lead time.

The format is:

- Title Page
- Table of Contents (you will use the MS Word Reference tool)
- Introduction of what your paper will discuss and the sector selected (1-2 paragraphs)
- Environment scan (about 2-4 pages)
- Competitor Analysis (about 2-4 pages)
- Industry Factors Affecting Trust scores (about 2-4 pages)
- Conclusion (wrap up the report and summarize what you said (3-5 paragraphs))
- References
- Appendices

Working individually or in pairs (that you form), you will **submit a report of about 7-13 pages (plus title page, Table of Contents and Appendices)**. You will submit a **left justified (only), single-spaced (11-12 pt. font) report (in .docx format only; no PDFs) with citations and references in the APA citation style**. Large amounts of information may be put in appendices.

Assignments are submitted through UR Courses email. A marking rubric will be provided in advance.

Note: You can submit any time before the due date time. *No need to wait for the assignment date to submit.* Don't be late as 10% of the assignment marks will be deducted every day the assignment is late. If the assignment received at 5:01 p.m., for example, is it already late one day.

B. Article Summaries (due dates below)

Each student individually will submit two (2) articles. One article will be written on an article from the Required Reading list while the second article will be written on an article from the Supplementary Optional Reading list. You will summarize: a) what you have learned from the article and b) how you think it applies to the area of strategy.

You will **submit a 1-2 page, left justified (only), single-spaced (11-12 pt. font) memo in .docx file format (no PDFs)**, using the following format (use indenting, spacing, and alignment as below; no title page):

Memo to:	Instructor name
Memo from:	Student name
Date:	Due date
Re:	Topic you are writing about

[Text starts here]

The due date for article #1 is Thursday, August 12 before 5:00 p.m. Regina time

The due date for article #2 is Wednesday, August 18 before 5:00 p.m. Regina time

Assignments are submitted through UR Courses email. A marking rubric will be provided in advance.

Note: You can submit any time before the due date time. *No need to wait for the assignment date to submit.* Don't be late as 10% of the assignment marks will be deducted every day the assignment is late. If the assignment received at 5:01 p.m., for example, is it already late one day.

C. Midterm Exam (August 14 @ 3:00 p.m. Regina time)

This will be a case available in advance. Questions will be assigned and the exam will be done in class time. Additional external research and outside assistance is not permitted. The exam is open book; you will have access to all materials from all classes. Your exam will consist of a small set of questions provided with the case. Through UR Courses, you will submit an electronic file of your exam. Note: The exam may not be deferred or re-written. If the exam is missed for a legitimate reason, the marks will be added to the final exam.

D. Final Exam (August 21 @ 3:00 p.m. Regina time)

This will be a comprehensive case available at least three (3) days in advance. Questions will be assigned and the exam will be done within class time. Additional external research and outside assistance is not expected and not permitted. The exam is open book; you will have access to all materials from all classes. Your exam

This Course Outline is subject to change. Please refer to the current version on UR Courses



will consist of a small set of questions provided with the case. You will submit an electronic file of your answers. The exam will be discussed in class. Note: The Instructor cannot defer the final exam. See following section on Academic Regulations: Deferred Assignments.

E. Final Assignment (due on or before Friday, August 27 by 5:00 p.m. Regina time)

This assignment may be done individually or in pairs (the instructor will not set these up). Considering your work on the Pre-Class Assignment, and learning from the speakers and course content, you will submit an essay-style report on the theme of “Building Trust in an Increasing Digital Environment”. The format is:

- Title Page
- Introduction of what your paper will discuss (1-2 paragraphs)
- Outline what trust means from a customer perspective (1- 2 pages)
- Discussion of why trust is critical in building competitive advantage (1-3 pages)
- Reflections on how technology is changing the relationship – positively and negatively – between the customer and the company (2-3 pages)
- Outline what a company can do build trust with its customers, given greater technology (2-4 pages)
- Conclusion (wrap up the report and summarize what you said (3-5 paragraphs)
- References
- Appendices

Working individually or in pairs (that you form), you will **submit a report of 7-13 pages (plus title page and Appendices)**. You will submit a **left justified (only), single-spaced (11-12 pt. font) report (in .docx format only; no PDFs) with citations and references in the APA citation style**. Large amounts of information may be put in appendices.

Assignments are submitted through UR Courses email. A marking rubric will be provided in advance.

Note: You can submit any time before the due date time. *No need to wait for the assignment date.*

Don't be late as 10% of the assignment marks will be deducted every day the assignment is late. If the assignment received at 5:01 p.m., for example, is it already late one day.

ACADEMIC REGULATIONS

Plagiarism and Misconduct

While students are encouraged to learn from others, all students must rigorously adhere to principles of academic integrity. Plagiarism is a form of intellectual dishonesty in which another person's work is presented as one's own. Other people's ideas may only be used with the appropriate citation. Plagiarism or cheating on examinations / assignments is a serious offence that may result in a zero grade on an assignment, a failing grade in the course, or expulsion from the University. For more information, please consult Graduate Calendar <https://www.uregina.ca/gradstudies/current-students/grad-calendar/policy-uni.v.html>

Deferred Assignments

Please note that no late assignments will be accepted. Requests for deferral are at the discretion of the Instructor with a request made in advance. Extensions or requests for changes by students to final exams will require the student to complete a formal request for deferral to be signed and submitted for approval by the Instructor. Approval for deferral is granted, or denied, by the Faculty of Graduate Studies and Research

(FGSR) and is usually only approved if there are extenuating circumstances (e.g., illness, etc.). The decision is sent by mail to the student and it is the student’s responsibility to ensure the deferred requirements are met within the outlined time frame. It is also the student’s responsibility to follow-up with FGSR if they do not receive a response from FGSR on their submitted request. Requests for deferral received more than two (2) weeks after the final day of the examination period will be denied. The deferral form can be found on the FGSR website (<https://www.uregina.ca/gradstudies/forms.html>).

INSTRUCTOR BIOGRAPHY

After senior leadership roles in the not-for-profit sector, Bruce Anderson became an entrepreneur, launching several businesses. He continues to operate b-creative group, a management consulting and design firm, primarily serving the association and business sectors. In 2007, Bruce pursued a life-long passion for learning and began teaching at the Hill / Levene Schools of Business, where he teaches strategy, consulting, introduction to business, and entrepreneurship classes. He has served in several administrative roles, including five years as the Director of the Faculty’s Centre for Management Development – the business advisory services unit – and three years working directly for the President and Vice-Chancellor as Associate Vice-President (Development). His research interests are in strategic thinking and Board development.

Bruce received his MBA from the University of Regina and a Honours Bachelor of Commerce (in Sports Administration) from Laurentian University. He holds the designations of Certified Management Consultant (CMC) and Institute of Chartered Directors, Director (ICD.D). Bruce also has Certificates in Adult Education and Project Management.

He serves on the Board of Directors with CAA Saskatchewan and as Chair of the Board of Directors for Habitat for Humanity Saskatchewan. He mentors several new entrepreneurs and recently served on Economic Development Regina’s Council for Entrepreneurial Growth. Bruce is Past Chair of both the Regina and Sask. Chambers of Commerce. He is also the Past Chair of the Saskatchewan Science Centre, Past Chair of the Institute of Certified Management Consultants of Saskatchewan, Past Director of the Certified Management Consultants of Canada, and past Director of the Canadian Chamber of Commerce.

Bruce and his spouse Lucie have two adult children and three grandchildren.

For a full CV, visit https://www.uregina.ca/business/faculty-staff/faculty/anderson_bruce.html

CLASS SCHEDULE

Note: *The following schedule is subject to change. Specific details found on UR Courses site.*

GBUS / MBA 815 Class Schedule

Key: Each time period is labeled as a Part. At the top of each day, the day's readings have the respective part identified (e.g., (1) or (1-2)).

Time SK Time	Friday August 13	Saturday August 14	Thursday August 19	Friday August 20	Saturday August 21
Read before class	Text: Intro, Ch. 1,2, 3 (1-4) Case Method Notes (1) Dewar: Mindsets CEOs (2) Case: Carmichael (2) Edelman Trust Barometer (3) Michels: Trust Crisis (3) Case: West Paw (4)	Osterwalder: BM Canvas (5) Case: Neechie Gear (5) Case: Mountjoy (6) Text: Ch. 4, 5, 6 (6-7) Case: DOT (7) Exam Case: TBA (8)	Text: Ch. 7 & p. 191-194 (9) Case: Meuble Canadel (9) Engelbrecht: Alliances (12) CCAB: Reconciliation (12)	Case: CAA SK (14) Harroch: Mergers (14) Armstrong: G. Leonhard (15) Case: Hillberg & Berk (16) Text: Ch. 8 & 9 (16)	Carr: Global Strategy (17) Case: Shimla Dairy (17) Text: Ch. 10 & 11 (18) Case: TransCanada E (18) Perricos: Analytics (19) Exam Case: TBA (20)
8:30 a.m. – 10:00 a.m.	Part 1 Course Overview and Introduction, Case Method	Part 5 Business Models Case: Neechie Gear	Part 9 Strategy – Management Preferences Case: Meuble Canadel	Part 13 Speaker: Joel Graham, Product Owner – Member Experience, Conexus	Part 17 International Strategy Case: Shimla Dairy
10:00 a.m.	Break	Break	Break	Break	Break
10:30 a.m. – 12:00 p.m.	Part 2 Role of General Manager & Strategic Management Case: Carmichael Outreach	Part 6 Strategy- Environment Link Case – Mountjoy	Part 10 Speaker: Annette Revet, Chief Transformation Officer, Conexus	Part 14 Mergers & Acquisitions Case: CAA SK	Part 18 Strategic Choice & Implementation Case: TransCanada East
12:00 p.m.	Lunch Break	Lunch Break	Lunch Break	Lunch Break	Lunch Break
1:00 p.m. – 2:30 p.m.	Part 3 Speaker: Eric Dillon, CEO, Conexus CU	Part 7 Strategy – Resources & Capabilities Case: DOT Business	Part 11 Customers' Panel Moderator: Peter Mayne, VP Strategy, Conexus	Part 15 Technology vs People Panel Jeremy Trask, Chief Digital Officer, Conexus; Mary Weimer, Chief Member Experience Officer, Conexus	Part 19 Big Data and Analytics Speaker: Matt Waynert, VP Data & Analytics, Conexus
2:30 p.m.	Break	Break	Break	Break	Break
3:00 p.m. – 4:30 p.m.	Part 4 Strategic Management & Diamond E Model Case: West Paw	Part 8 Mid Term Exam Case: TBA	Part 12 Alliances & Partnerships Speaker: Chief Cadmus Delorme, Cowessess FN	Part 16 Strategy & Organization Link Case: Hillberg & Berk	Part 20 Final Exam Case: TBA