

GBUS/MBA 815 | Business Policy & Strategy

Winter 2022 COURSE OUTLINE

Hyflex Synchronous Delivery – Both in-person and remotely at specified day / time

Levene Graduate School of Business MISSION	<i>In business education and research, we foster meaningful experiential learning engagement in local, national, and international communities, and demonstrate commitment to inclusivity and social justice.</i>
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CLASS DETAILS

Class Location: ED 514 (Students outside of Regina area get a Zoom link for remote)

Class Dates / Times: Wednesdays / January 5 – April 6, 2022 / 7:00 – 9:45 p.m.

INSTRUCTOR CONTACTS

Instructor Name: Bruce Anderson
Office Telephone: +1 306-337-2985
Mobile Telephone: +1 306-539-6311

Office Hours: By appointment (remotely)
Office Location: ED 512.2
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 is comprehensive, building on previous graduate course work. Thus, it should be taken only in the latter part of your degree. An organization's strategic decision-making is considered in a competitive, global context. While the focus is on business, the course also reflects not-for-profits and government entities. **Strategy** is a set of decisions towards a specific direction. A **Policy** perspective 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. **Prerequisite:** Must have completed two courses in the Levene program.

LEARNING OBJECTIVES / OUTCOMES

Upon completion of this course, the student will:

1. Understand the analysis, formulation, implementation, and evaluation of strategy;

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

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

Class Focus

The course will use mini-lecturettes, current events, class discussions, readings and cases, activities / exercises, and guest speakers. It will be delivered in person, with remote delivery for students living outside of the Regina area. **Only remote students will be given a Zoom link;** local students are to attend in person, unless they have advance permission from the Instructor. Students cannot randomly switch back and forth between in-person and remote classes. Exams will be delivered in the original modality (i.e., remote or in-person) of the student. No changes will be permitted, without permission.

Every student is expected to be prepared for each class – having read all course materials and prepared the cases and / or assignments. Class PowerPoint slides (course notes) contain extra content and are useful reviews of the class learnings. Everyone is 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 – read before asking.**

Course Delivery

There are a number of approaches that will be used extensively (some will be discussed in class):

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

Read, Reflect, Do. This will be demonstrated as various times during the course. This is how the UR Courses site is organized, and you are encouraged to work through each step.

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. The textbook and readings are essential in laying out the theory and concepts. 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 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. Please plan your time accordingly. You are expected to have read and prepared **each** case, regardless if it is being prepared 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 retention and understanding.

Attendance

Students are expected to attend each class and be ready before class starts. Being late will be considered as an absence. Note: You must commit a minimum amount of course work (including attending at least 11 out of 13 classes) to be in good standing and able to write the final exam.

Managing in the Pandemic

Covid-19 Protocols will remain in place in Winter 2022. Office hours will be virtual during the semester. Every student (and the Instructor) will have a mask in place over their nose and mouth, both inside and outside of the class. Failure to follow the procedures will mean removal from the classroom. There will be no food in the classroom and access to beverages will be limited. Note: The Riddell building sitting areas are designated as non-mask areas for food and drink so you may use before class or during breaks. In-person students must fully vaccinated as per university policies. If you are feeling ill, do not come to campus, and advise the Instructor in advance of class.

COURSE MATERIALS

Required Textbook: Crossan, Mary M., Michael J, Rouse, Joseph N. Fry, & J. Peter Killing. *Strategic Analysis and Action* (9th Ed.). Toronto: Pearson Prentice Hall, 2016. (ISBN-13: 9780133370294). The book is required and used extensively. The extra readings are supplementary to the text.

Required Cases: Cases are assigned for most classes, including cases written by Hill / Levene faculty. In partnership with the Ivey School of Business, these cases are used without cost by the Hill / Levene Schools of Business. Other cases will have 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: Additional resources are assigned and will be discussed in class. By going to the resource's web-site, you will not be charged for its use. Generally, the articles are very short.

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

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>

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>

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>

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>

Optional Reading: These resources will not be discussed in class but will deepen your understanding of strategy and strategic issues.

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.

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 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. & Vigerie, 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]

COURSE ASSESSMENT SUMMARY

The following is the grading scheme:

DELIVERABLE	GRADING
Two Case Briefs	25%
Mid-term Exam (case)	20%
Term Project (individually or pairs)	25%
Final Exam (case)	30%
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>.

DESCRIPTION OF ASSESSMENT

A. Case Brief

Each student will prepare and submit two (2) individually-written cases as noted in the **Class Schedule**. Case briefs will be submitted by 11:00 p.m. on the day before the class when the case is scheduled. Consider submitting your case briefs earlier in the semester but ensure that a few cases have been discussed to be clear on expectations. Also, more than one week between case submissions will be required if you want feedback for preparing the second case. If you receive a mark of less than 80% on your first case brief, you have the option (by advising the Instructor in advance) to submit an additional case brief for a future scheduled case. The best two case brief marks will be used in grading.

The following format will be followed:

- **Introduction** - Define issue(s) and problem. Also, provide a brief context to the situation (avoid repeating case information).
- **Analysis:** Add key points and your conclusion about the external environment's market opportunity. Also, add key points and your conclusion about the internal environment, and specifically, the organization's capacity to take advantage of the environment.

- **Alternatives & Discussion:** Offer high-level, mutually exclusive (i.e., either / or) solutions to the problem. These will be of “what to do”, not a “how to do it”.
- **Recommendation:** Chose one option, based on specific decision criteria. Do not use “pros” and “cons”; you are expected to have more rigorous criteria.
- **Implementation and Action Plan:** Outline specific, measurable actions, by time frames. You should answer what is to be done, who does it, when will it be done, what will it cost, and how,
- **Conclusion:** Briefly summarize what you said in the write-up. Restate problem and solution.

No cover page is needed but make sure your name or student number is in the header or footer (a mark deduction will apply if missing). Your write-up will be limited to two pages single-spaced, at least 11-point font with 2.5 cm. margins and using assigned headings. Penalties will apply for being over the page limit. Up to two (2) pages of relevant appendices (e.g., decision criteria or table) may be attached. No citations are needed as you will not be doing outside research, as all needed information is in the case.

Submit a Microsoft Word document (Windows-compatible). **No PDF files allowed. No paper copies may be submitted**, as submissions are marked electronically. A marking scheme is posted.

B. Term Project

The term project has the following deliverables:

i. Topic email

You are encouraged to discuss your topic with me. Your selected topic and organization, the issue being addressed, and the group members (you, or you and a partner) must be submitted in a brief e-mail before scheduled due date. The proposal encourages you to get started earlier on the project, obtains useful feedback / guidance on your topic, and seeks consent to proceed.

ii. Report

Submit a Microsoft Word document (Windows-compatible). **No PDF files and no paper copies may be submitted**, as submissions are marked electronically. The document will be at least 11-point font, single-spaced, and have 2.5 cm. margins. Use a cover page and provide citations and references, in the APA style (See Library website for Style Guides).

iii. Presentation

You will make a 3-5 minute, oral presentation (without PowerPoint, etc.) on your case, or on our learning if you are concerned about confidentiality. You should encourage questions and discussion.

Project Options

a. Write a Case:

The writing a 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 Canadian business / organization. The following content is typically used (but use your own titles) for the first part.

Opening Paragraph

Details: General Company Information, Specific Area of Interest, Specific Problem or Decision

Alternatives (optional)

Concluding Paragraph

Exhibits



The second part involves solving the case, using the standard case brief format (but not limited to two pages) with a title page. Both parts are submitted as one document and length will be typically limited to 10-12 pages, excluding appendices.

b. Conduct a Consulting Project:

The consulting project involves identifying a business issue or organizational problem. You will use the case analysis process / format and the standard Case Brief format (but not limited to two pages). Your report will also include a title page plus a one-page Executive Summary, a table of contents, and any relevant appendices. The report's length will typically be 10 -15 pages.

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 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. A marking scheme is posted.

C. Mid-Term Exam

This will be a case and will be discussed further in class. The case will be posted in advance and students will have a set of questions to answer. The exam is open-book. If missed, there is no make-up exam.

D. Final Exam

The final exam will be a comprehensive case. The case will be posted in advance of the exam with specific questions. It will be a take-home, open-book exam - you will have access to all materials from all classes but no research and no discussion with other students is permitted. You will submit an electronic file of your answers. The exam will be discussed in a future class.

ACADEMIC REGULATIONS

Plagiarism and Misconduct

Students are encouraged to learn from others and even to discuss course deliverables with your cohorts. However, all students are expected to rigorously adhere to principles of intellectual integrity. Plagiarism is a form of intellectual dishonesty in which another person's work is presented as one's own. You may use other people's ideas but only 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-univ.html>).

Late and 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>).

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 or at 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 (www.uregina.ca/ssc) offers both on-line resources and in- person tutoring on writing skills.

INSTRUCTOR BIOGRAPHY

After 15 years in 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.

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, and entrepreneurship classes. He has also served in several administrative roles, including five years as the Director of the Faculty's Centre for Management Development – the business advisory services and executive education unit – and three working for the President 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 an Honours Bachelor of Commerce (in Sports Administration) from Laurentian University. He has the designations of Certified Management Consultant (CMC), Certified Association Executive (CAE), and Institute of Chartered Directors, Director (ICD.D). He was recently named an Academic Fellow (CMC- AF) of the International Council for Management Consulting Institutes. He has also received the honorary designation of FCMC (Fellow).

He is serves on the Board of Directors of CAA Saskatchewan and chairs the Habitat for Humanity Saskatchewan Board of Directors. He mentors several new entrepreneurs and a founding member of Economic Development Regina's Council for Entrepreneurial Growth. Bruce is Past Chair of both the Regina and Sask. Chambers of Commerce, Past Chair of the Sask. Science Centre, Past Director of Certified Management Consultants of Canada, and a past Director of the Canadian Chamber of Commerce.

Bruce and his spouse Lucie have two adult children, plus 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.

DATE	TOPIC	READING	DELIVERABLES
Jan. 5	Introduction and Course Overview General Manager & Strategic Management Guest Speaker: TBA	Intro and Ch.1 Dewar: CEOs' Mindsets Sahadi: CEOs' Manage Time	Prepare Carmichael case
Jan. 12	Strategic Management and Diamond E Model	Ch. 2 & 3 Reddy: Successful Biz	Prepare West Paw case
Jan. 19	Business Models	Biz. Model Canvas book Leadem: This Cow	Prepare Neechie case
Jan. 26	Strategy – Environment Linkage	Ch. 4 & 5 Courtney: Uncertainty	Prepare Mountjoy case Submit Case topic
Feb. 2	Strategy – Resources & Capabilities Linkage Guest Speaker: TBA	Ch. 6 Bain: Core Competencies	Prepare Dot case
Feb. 16	Strategy – Management Preferences Linkage Guest Speaker: TBA	Ch. 7 and pg. 191-194 Laczkowski: Better Strategy Edelman: Trust Barometer Michels: Trust Crisis	Prepare Meuble case
Feb. 16	Mid-term Exam		
Feb. 23	Reading Week – No Class		

Mar. 2	Strategy and Organization	Ch. 8 & 9	Prepare Hillberg case
Mar. 9	Managing Strategic Choice and Implementation	Ch. 10 & 11	Prepare Vuitton case
Mar. 16	Globalization and International Strategy Guest Speaker: TBA	Carr: Global Strategy	Prepare Shimla case
Mar. 23	Corporate Level Strategy: Creating Value Through Acquisition and Diversification Guest Speaker: Fred Titanich, CEO, CAA Saskatchewan	Harroch: M & As	Prepare CAA case
Mar. 30	Strategic Alliances and Partnerships Guest Speaker: TBA	Engelbrecht: Alliances CCAB: Reconciliation	Prepare TC E case
Apr. 6	Big Data and Analytics Guest Speaker: TBA Presentations Wrap-up and Evaluation	Perricos: Anticipatory Gov't	No case
Apr. 27	Final Exam (case) Case will be assigned on April and is due by 9:45 p.m. on April. 27		