

# GBUS/MBA 815 | Business Policy & Strategy Winter 2023 - COURSE OUTLINE

**Levene Graduate School of Business MISSION** *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.*

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<b>CLASS TIME</b>	7:00 p.m. – 9:45 p.m. / Tuesdays / January 10 – April 11, 2022
<b>CLASS LOCATION</b>	ED 514 or Zoom (hybrid: in-person or remote delivery options)
<b>REMOTE ACCESS</b>	If outside of Regina and area, contact Instructor to get Zoom link.
<b>COURSE SITE</b>	<a href="http://www.uregina.ca/urcourses/">http://www.uregina.ca/urcourses/</a>
<b>INSTRUCTOR</b>	Bruce Anderson, MBA, CMC, ICD.D, FCMC, CMC-Global Academic Fellow
<b>EMAIL</b>	Bruce.Anderson@uregina.ca
<b>TELEPHONE</b>	+1 306-337-2985 office; +1 306-539-6311 mobile
<b>OFFICE HOURS</b>	Flexible options, by appointment.

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## 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

GBUS / MBA 815 is a comprehensive class, building on previous graduate course work. In the course, an organization's strategic decision-making is considered, in a competitive, global context. While the focus is primarily business, the course also reflects not-for-profits and public sector 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, equity and inclusion, 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;
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 lectures and guest speakers, current events, cases and exercises, discussions, projects, audio visual materials, online resources, and extra reading. Every student is expected to be prepared for each class and participate in each class. In a graduate class, 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 will not be recorded. You may not record any portion of class.

**Special Needs** The Centre for Student Accessibility upholds the University's commitment to diverse and inclusive learning by providing services and supports for students based on disability, religion, family status, and gender identity. 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](mailto:accessibility@uregina.ca).

**Class Delivery** The class will be delivered in both in-person and remote formats. You will be **required to select which format you will use**. If you attend remotely, you will have your video on (or be marked absent) and be engaged at all times.

**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.

**Technical Support** Contact IT Support for technical assistance ([IT.Support@uregina.ca](mailto:IT.Support@uregina.ca) or +1 306-585-4685). Online assistance at <https://www.uregina.ca/remote-learning/technical.html>

**Contacting Instructor** Students are encouraged to contact the instructor for assistance. *Email is preferred; use your university email as external emails (e.g., gmail.com) may not get through.*

**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.

## LEARNING APPROACH AND BEING SUCCESSFUL

The class website is set up in the format of READ, REFLECT, and DO. *Read* what is required, then *reflect* on the learning with questions asked. Finally, you will *do* (apply) through an assigned task or exercise. As the Faculty values experiential learning (i.e., practical and applied), this is done through a live project, cases/ exercises, guest speakers, etc.

Substantial pre-class work is needed to prepare for each class. Please plan your time accordingly. By being prepared for and participating in the small-group and class discussion, you will build analytical and synthesis skills. Class discussion will bring out insights 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 notes) and review after each class to improve retention /understanding, and to help with assignments and final exam.

## COURSE MATERIALS

**Required Textbook:** Crossan, Mary M., Michael J. Rouse, Joseph N. Fry, & J. Peter Killing. *Strategic Analysis and Action* (10<sup>th</sup> Ed.). Toronto: Pearson Prentice Hall, 2022. (ISBN-13: 9780136473152 e-book). The book is required and used extensively. Only an e-book is available in the 10<sup>th</sup> edition. You are welcome to use an older version of this textbook.

**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 \$25-35.

**Required Reading:** Additional resources are assigned and will be discussed in class. Note: The extra readings are supplementary to the textbook.

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/>

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](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/>  
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>

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>.

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

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**]

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>

## COURSE ASSESSMENT SUMMARY

Learners will be evaluated based on the following elements:

DELIVERABLE	WEIGHTING	DEADLINE
Two Case Briefs	25%	Various dates (11:00 p.m. on previous day)
Mid-term Exam (case)	20%	In-class on Feb. 14
Term Project (individually or pairs)	25%	Project topic due before 11:00 p.m. Jan. 30 Final Report before 11:00 p.m. April 10
Final Exam (case)	30%	Due before 9:45 p.m. on April 25
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	B+	75 – 79%	Good or satisfactory performance
A+	90 – 94%	Outstanding performance	B	70 – 74%	Minimally accepted performance
A	85 – 89%	Excellent performance	F	0 – 69%	Unacceptable or failing performance
A-	80 – 84%	Very good performance			

## DESCRIPTION OF ASSESSMENT

### A. Case Brief (individually)

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 expect 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 (such as 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) through submission link. **No PDF files and no paper copies may be submitted.** A marking scheme will be posted. **Note: all cases are due by 11:00 p.m. on the day before the class in which the case is discussed.**

### B. Term Project (individually or in pairs)

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, provides useful feedback / guidance on your topic, and requires consent to proceed.

#### ii. Report

Submit a Microsoft Word document (Windows-compatible). **No PDF files and no paper copies may be submitted** via the submission link. The document will be at least 11-point font, single-spaced, and

have 2.5 cm. margins. Use a title page and provide citations and references, in the APA style (See Library website for Style Guides).

### **iii. 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 format of cases discussed in class will be used. 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 and title page.

#### **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. 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. There is no make-up exam, if miss 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**

### **Academic Misconduct**

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. Plagiarism is using someone else's words or ideas as your own, without citation. If you are using someone's words or ideas, you must give them credit through a proper APA citation. For more inform on penalties, please consult the Graduate Calendar (<https://www.uregina.ca/gradstudies/current-students/grad-calendar/policy-univ.html>).

Do not purchase / access past student assignments or use similar information online. Even if cited, other students' work will not be used in any course assignments.

Note: **All** plagiarism will be referred to the Associate Dean – Graduate Programs and Research’s office for investigation of academic misconduct. Avoid the risk of a penalty, cite correctly!

### **Request for Deferred Submission of Work**

Formal requests for deferrals in course assignments must be made in writing and be supported by a reasonable rationale (e.g., illness, etc.).

The Instructor cannot defer the final exam. Extensions or requests for changes by students to the **final** exam will require the student to complete a formal request for deferral. As a process, the student completes the request, consults with the instructor who must sign the form, and the instructor then submits the form (and any supporting documentation provided by the student) to Faculty of Graduate Studies and Research (FGSR). The decision (approved or denied deferral) is made by FGSR and is usually only approved if there are extenuating circumstances (e.g., illness, death in family, 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 at: <https://www.uregina.ca/gradstudies/forms.html>

## **STUDENT RESOURCES**

Each graduate student may 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) to 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, 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>. If you have concerns about any conduct, please discuss this with the instructor. You may also review the *Respectful University Policy Procedures (Revised 2017)* at [www.uregina.ca](http://www.uregina.ca) or contact Coordinator, Respectful University Services at [respect@uregina.ca](mailto:respect@uregina.ca).

## 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. In 2007, joined the Hill / Levene Schools of Business, where he teaches strategy, consulting, introductory 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 as Associate Vice-President (Development). His research interests are in strategic thinking and Board development.

He has a MBA from the University of Regina and an Honours Bachelor of Commerce (in Sports Administration) from Laurentian University. He holds the designations of Certified Management Consultant (CMC), FCMC (honourary) and Institute of Chartered Directors, Director (ICD.D). Bruce also has Certificates in Adult Education and Project Management. He was recently named an Academic Fellow by CMC-Global. He is trained in ISO 20700 by CMC-Global.

He serves on the Board of Directors with CAA Saskatchewan and as Board Chair of Habitat for Humanity Saskatchewan. He mentors several new entrepreneurs and 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.

For a full CV, visit [https://www.uregina.ca/business/faculty-staff/faculty/anderson\\_bruce.html](https://www.uregina.ca/business/faculty-staff/faculty/anderson_bruce.html)

## CLASS SCHEDULE

*Note: The following schedule is subject to change. Please consult UR Courses for any changes.*

DATE	TOPIC	READING	DELIVERABLES
Jan. 10	<b>Introduction and Course Overview General Manager &amp; Strategic Management</b>	Intro and Ch.1 Dewar: CEOs' Mindsets Sahadi: CEOs' Time	
	<b>Case Analysis Process</b>	Case Analysis Slides	Prepare Carmichael case
Jan. 17	<b>Strategic Management &amp; Diamond E Model</b>	Ch. 2 & 3 Reddy: Successful Biz	Prepare West Paw case. No Case Brief submission
Jan. 24	<b>Business Models</b>	Biz. Model Canvas book Leadem: This Cow	Prepare Neechie Gear case. No Case Brief submission
Jan. 30	<b>Submit Project Topic</b>		
Jan. 31	<b>Strategy – Environment Linkage</b>	Ch. 4 & 5 Courtney: Uncertainty	Prepare Mountjoy case Option: Submit case brief*





<b>Feb. 7</b>	<b>Strategy – Resources &amp; Capabilities Linkage</b> <b>Guest Speaker:</b> Elan Ange, CEO, O&T Farms   Oleet Processing Ltd.	Ch. 6 Bain: Core Competencies	Prepare DOT case Option: Submit case brief*
<b>Feb. 14 In-class Mid-term Exam</b>			
<b>Feb. 21 No Class – Reading Week</b>			
<b>Feb. 28</b>	<b>Strategy – Management Preferences Linkage</b> <b>Guest Speaker:</b> Annette Revet, Chief Transformation Officer, Conexus Credit Union	Ch. 7 and pgs. 191-194 Laczkowski: Strategy Edelman: Trust Barometer Michels: Trust Crisis	Prepare Meuble case Option: Submit case brief*
<b>Mar. 7</b>	<b>Strategy and Organization</b>	Ch. 8 & 9 Anderson: Innovation	Prepare Hillberg case Option: Submit case brief*
<b>Mar. 14</b>	<b>Managing Strategic Choice and Implementation</b>	Ch. 10 & 11	Prepare Vuitton case Option: Submit case brief*
<b>Mar. 21</b>	<b>Strategic Alliances and Partnerships</b> <b>Guest Speaker:</b> Chief Cadmus Delorme, Cowessess First Nation	Engelbrecht: Alliances CCAB: Reconciliation	Prepare TC Energy case Option: Submit case brief*
<b>Mar. 28</b>	<b>Corporate Level Strategy: Creating Value Through Acquisition and Diversification</b> <b>Guest Speaker:</b> Fred Titanich, President & CEO, CAA Saskatchewan	Harroch: M & As	Prepare CAA case Option: Submit case brief*
<b>Apr. 4</b>	<b>Globalization and International Strategy</b> <b>Guest Speaker:</b> Dr. Murad Al-Katib, CEO, AGT Food & Ingredients	Carr: Global Strategy	Prepare Shimla case Option: Submit case brief*
<b>Course Evaluation</b>			
<b>Apr. 10 Submit Final Projects</b>			
<b>Apr. 11</b>	<b>Big Data and Analytics</b> <b>Guest Speaker:</b> Greg Hutch, Consultant and Precision AI	Perricos: Anticipatory Gov't	No case submission
<b>Miscellaneous Topics and Wrap-up</b>			
<b>Apr. 25 Submission of Final Exam before 9:45 p.m.</b>			
<b>Apr. 25</b>	<b>Final Exam (case) – take-home exam</b>		

*\*Case briefs are submitted before 11:00 p.m. on Monday nights (before case is presented in Tuesday's class)*