



GBUS/MBA 815 - Business Policy & Strategy Winter 2025 - 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.

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

CLASS TIME	[REDACTED]
CLASS LOCATION	[REDACTED]
REMOTE ACCESS	Instructor to get Zoom link.
COURSE SITE	[REDACTED]
INSTRUCTOR	[REDACTED]
EMAIL	[REDACTED]
TELEPHONE	[REDACTED]
OFFICE HOURS	by appointment.

LAND ACKNOWLEDGEMENT

The University of Regina is situated on Treaty 4 lands with a presence in Treaty 6 lands. 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. This acknowledgement is one act of reconciliation and reminds us of the need for action in understanding the truth of the horrific wrongs of the past and our responsibilities for reconciliation moving forward with indigenous peoples on whose territories we live, work and learn.

COURSE SUMMARY

GBUS / MBA 815 is a comprehensive class, building on previous graduate course work. The course focuses on strategic management – a dynamic process of formulating, implementing, and critically evaluating strategic decisions. Building on functional areas and considering internal and external stakeholders, it takes a pluralistic and holistic view and looks at how the management can empower and lead a diverse organization in fostering and leveraging core competencies and adapting to external and internal uncertainties to effectively pursue long-term strategic direction, maintain legitimacy, and achieve sustainability. **Prerequisite:** Must have completed two courses in the Levene program.

LEARNING OBJECTIVES / OUTCOMES

Upon completion of this course, students 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 your 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 all classes. 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. Asking good questions is part of the participation process. Due to U of R privacy concerns, the class will not be recorded, nor may you record any portion of class.

- 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 always engaged.
- 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.
- 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 may be marked absent.

COURSE MATERIALS

Required Textbook: Crossan, Mary M., Michael J. Rouse, Joseph N. Fry, & J. Peter Killing. *Strategic Analysis and Action* (10th Ed.). Toronto: Pearson Prentice Hall, 2022. (ISBN-13: 9780136473152 e-book). The book is required and used extensively. Only an e-book is available. It is \$64.99 and you will buy it directly from the publisher at: <https://www.pearson.com/en-ca/subject-catalog/p/strategic-analysis-in-action/P200000002438/9780136473152>. You may use an older textbook version.

Required Cases: Cases are assigned for most classes, including cases written by Hill / Levene faculty. In partnership with the Ivey School of Business, these faculty cases are used without cost by the Hill / Levene Schools of Business. Other Ivey cases will have fees that will be charged to your student account by Financial Services during the semester. The cost is expected to be approximately \$25-35.

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

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 [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. & Vignerie, 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>

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. Application is through experiential learning (i.e., practical and applied).

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 discussions, you will build analytical and synthesis skills. Class discussion will bring out insights students may have missed or not understood. Therefore, add your own notes to the course notes (i.e., make them your own) and review after each class to improve retention /understanding, and to help with assignments and final exam.

COURSE ASSESSMENT SUMMARY

Learners will be evaluated based on the following elements:

DELIVERABLE	WEIGHT	DEADLINE
One Case Brief (individually)	10%	Various dates (11:00 p.m. on previous day)
Artois Autobody full Case (individually)	10%	Case due: March 26 (before 11:00 p.m.)
Group Case and Presentation (in pairs)	20%	Various dates (11:00 p.m. on previous day)
Term Project (individually or pairs)	30%	Project topic due before 11:00 p.m. Feb. 5 Final Report before 11:00 p.m. April 9
Final Exam (case)	30%	April 17 – 7:00 – 10:00 p.m.
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 one (1) individually-written case 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 brief 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 a second case.

If you receive a mark of less than 80% on your first case brief, you have the option (by advising the Instructor) to submit an additional case brief for a future scheduled case. The best case brief mark will be used in grading.

A practice case may be submitted before Jan. 29 on the Mountjoy case. No marks will be assigned but the Instructor will provide feedback.

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 it will be funded.
- **Conclusion:** Restate problem and solution and add major actions.

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. No cover page is used. 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. If you use textbook concepts, provide citations and a reference page.

Submit a Microsoft Word document (Windows-compatible) through the 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. Artois Autobody Full Case submission (individually)

Using the case brief format, a full case will be submitted with no page limitation. All students will submit the Artois Autobody case. Make sure your name or student number is in the header or footer (a mark deduction will apply if missing). Your write-up will *generally* be limited to ten pages single-spaced, at least 11-point font with 2.5 cm. margins and using assigned headings. If you use textbook concepts, provide citations and a reference page.

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 March 26.**



C. Group Case (in pairs)

A team will prepare a case in the same format as the case brief. A cover may be used and there is no maximum page limit; this is considered a full case analysis. Your write-up will be single-spaced, at least 11-point font with 2.5 cm. margins and using assigned headings. If you use textbook concepts, provide citations and a reference page.

Each group will present their case solution in class and be prepared to answer questions. Your team will also prepare and submit, in advance, a PowerPoint presentation on the day before class.

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.**

D. 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 -12 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.

E. Final Exam

The final exam will be a comprehensive case. The case will be posted the morning of the exam so it can read in advance. The specific questions to answer will be provided at the start of the exam; you will not need to do a complete case report or cash brief. The Levene School rules require writing the exam in person or under a pre-arranged, pre-approved invigilator. The exam is open-book exam - you will have access to all materials from UR Courses, but no other internet access is available. No research and no discussion with other students are permitted. You will submit an electronic file of your answers. The exam will be discussed later in 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. 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!

Use of Artificial Intelligence (AI)

Students will not be permitted in this class to use ChatGPT or other AI-specific application, or even Grammarly on any assignments or exams. Assignments will be submitted through Turnitin (via UR Courses), and use of any AI tools will be flagged. This will be considered plagiarism and academic misconduct, and subject to academic penalties.

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

Your Levene academic program advisor is a superb resource for scheduling and other academic matters. Other University of Regina resources are:

- Accessibility** If there is any learner who, because of a disability or other consideration, may have a need for 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 the required communication with your instructor.
- Mental Health** Balancing personal, academic, work and family responsibilities is not easy, and challenges may arise. There are multiple services available through the Mental Health Wellness Hub at <https://www.uregina.ca/mental-wellness/>.
- Counselling** If any student is experiencing personal problems that may be affecting their studies, please consider consulting UofR Counselling Services. For more information check here <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.
- Library** The Archer Library staff are always glad to help to students with research and assignments. Our business librarian, Kate Cushon can provide advice on your projects, if you give her some advance notice.
- Technical Support** Contact IT Support for technical assistance (IT.Support@uregina.ca or +1 306-585-4685). Online assistance at <https://www.uregina.ca/remote-learning/technical.html>
- UR International** The UR International Office in College West 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 2023)* at www.uregina.ca or contact Coordinator, Respectful University Services at respect@uregina.ca.



INSTRUCTOR BIOGRAPHY

After senior leadership roles in the not-for-profit sector, [REDACTED] 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 and entrepreneurship classes. He is also serving as the Academic Lead for the Graduate Advanced Training and Entrepreneurship (GATE) centre. His research interests are in strategic thinking and Board development.

He has an MBA and an Honours Bachelor of Commerce (in Sports Administration). He holds the designations of Certified Management Consultant (CMC), FCMC (honourary) and Institute of Chartered Directors, Director (ICD.D). [REDACTED] also has Certificates in Adult Education and Project Management. He was named an Academic Fellow by CMC-Global.

He serves on the Board of Directors with CAA Saskatchewan and as Past Chair of Habitat for Humanity Saskatchewan Board. He mentors several new entrepreneurs and has served on Economic Development Regina's Council for Entrepreneurial Growth. [REDACTED] 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/\[REDACTED\].html](https://www.uregina.ca/business/faculty-staff/faculty/[REDACTED].html)

CLASS SCHEDULE

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

DATE	TOPIC	READING	DELIVERABLES
Jan. 9	Introduction and Course Overview General Manager & Strategic Management	Intro and Ch.1 Dewar: CEOs' Mindsets Sahadi: CEOs' Time	
	Case Analysis Process	Case Analysis Slides	Prepare Carmichael case
Jan. 16	Strategic Management & Diamond E Model	Ch. 2 & 3 Reddy: Successful Biz	Prepare West Paw case. No case brief submission
Jan. 23	Business Models	Biz. Model Canvas book Leadem: This Cow	Prepare Neechie Gear case. No case brief submission
Jan. 29	Submit Practice Case – Mountjoy (Optional – can submit parts but no point form)		
Jan. 30	Strategy – Environment Linkage	Ch. 4 & 5 Courtney: Uncertainty	Prepare Mountjoy case Option: Submit practice case
Feb. 5	Submit Project Topic		
Feb. 5	Submit DOT Case (optional) & Group Submission		



Feb. 6	Strategy – Resources & Capabilities Linkage Guest Speaker: TBA	Ch. 6 Bain: Core Competencies	Prepare DOT case Option: Submit case brief* Group Case Presentation
Feb. 12	Submit Meuble Case (optional) & Group Case Submission		
Feb. 13	Strategy – Management Preferences Linkage Guest Speaker: TBA	Ch. 7 and pgs. 191-194 Laczowski: Strategy Edelman: Trust Barometer Michels: Trust Crisis	Prepare Meuble case Option: Submit case brief* Group Case Presentation
Feb. 20	No Class – Reading Week		
Feb. 26	Submit Hillberg Case (optional) & Group Case Submission		
Feb. 27	Strategy and Organization	Ch. 8 & 9 Anderson: Innovation	Prepare Hillberg case Option: Submit case brief* Group Case Presentation
March 5	Submit Vuitton Case (optional) & Group Case Submission		
March 6	Managing Strategic Choice and Implementation	Ch. 10 & 11	Prepare Vuitton case Option: Submit case brief* Group Case Presentation
March 12	Submit TC Energy Case (optional) & Group Case Submission		
March 13	Strategic Alliances and Partnerships Guest Speaker: TBA	Engelbrecht: Alliances CCAB: Reconciliation	Prepare TC Energy case Option: Submit case brief* Group Case Presentation
March 19	Submit CAA Case (optional) & Group Case Submission		
March 20	Corporate Level Strategy: Creating Value Through Acquisition and Diversification Guest Speaker: TBA	Harroch: M & As	Prepare CAA case Option: Submit case brief* Group Case Presentation
March 26	Submit Artois Case (mandatory)		
March 27	Globalization and International Strategy Guest Speaker: TBA	Carr: Global Strategy	
April 3	Big Data and Analytics Guest Speaker: TBA	Perricos: Anticipatory Gov't	No case submission
	Course Evaluation		
April 9	Submit Final Projects		
April 10	Miscellaneous Topics Discussion Wrap-up		
April 17	Final Exam (case)		

**Assignments are submitted before 11:00 p.m. on Wednesday nights (before case presented in Thursday's class)*