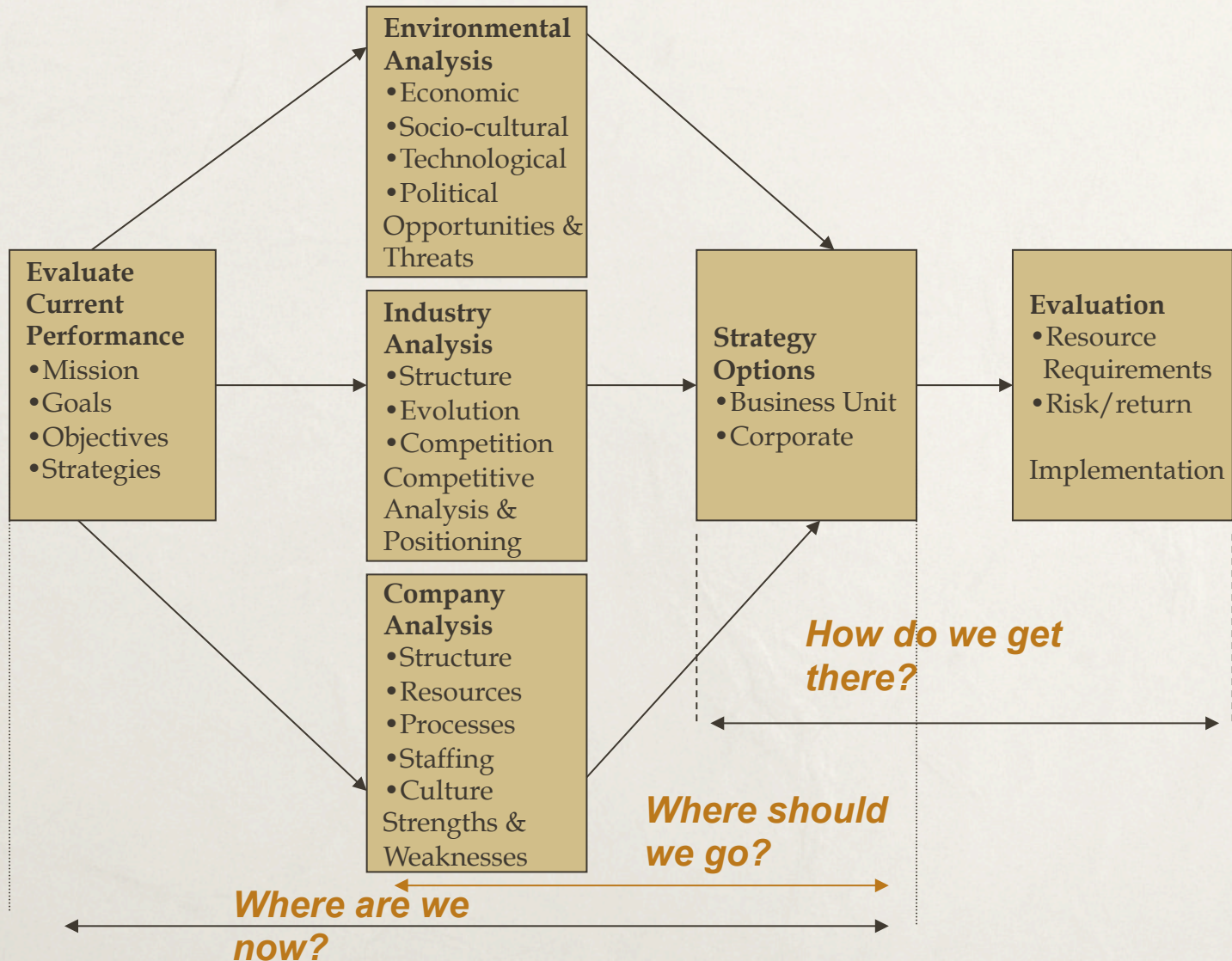


Improving the Policy Strategy Framework for Teaching MBA Students

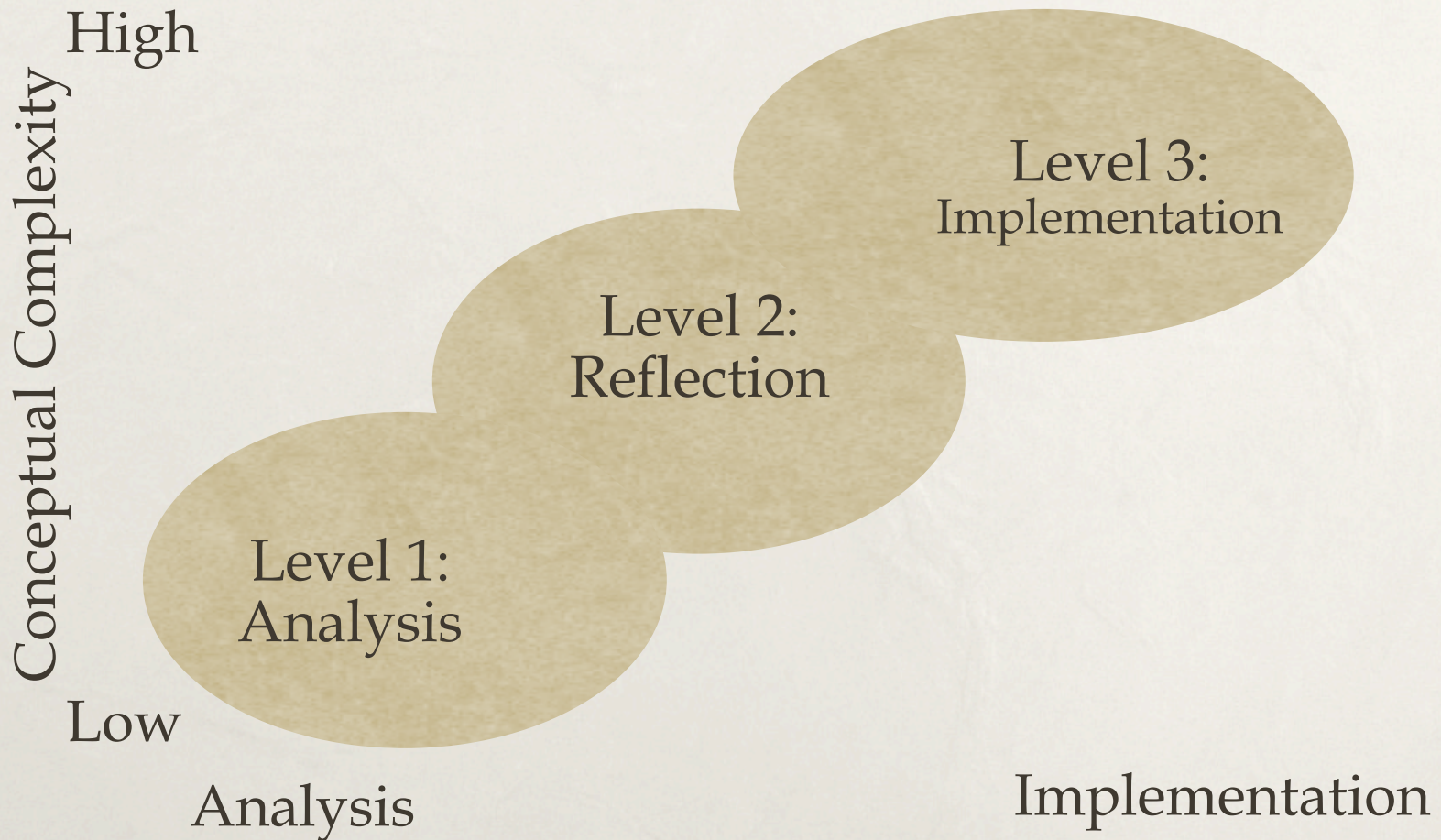
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A Clear Process Provides Structure...

Boxes 1-4 clear, boxes 5-6?



How to improve the decision making process in strategy formulation & implementation? **Reflection**



Theoretical Background

- * What formulates deep learning approaches? (Entwistle, 2010)
- * Where does reflection fit? (Garcia, 2009; Schiller, 2009; Swinarski, 2008; Klenowski & Lunt, 2007; Moon, 2005; Marton, 1976)
- * Opposing Perspectives:
 - * Acquisitive (Grant; 2008)
 - * Inhibitive (Lewis, 2011; Ghoshal, 2005; Mintzberg, 1994)
- * A blended perspective
 - * Scientific & artistic foundations of learning (Entwistle, 2011; Manranville, 2011; Seaton & Boyd, 2008; Mintzberg, 1998)

“enumerating a number of problems and opportunities do not, on their own, lead to reflection, diagnosis and synthesis” (Surma, 2009; Crittenden & Crittenden, 2008; Hitt & Tyler, 1991; Greenley, 1987)

Four elements needed in teaching strategy

1) Positioning analytical tools

- * Utility
- * Fit

2) Reflection on analysis outcomes

- * Transforming outcomes into options
- * Integrating outcomes derived from internal and external analyses
- * Linking outcomes to generate additional options or opportunities

Four elements needed in teaching strategy (cont'd)

3) Narrowing of options: Beyond Pros and Cons

- * Identifying potential win-win solutions
- * Forecasting risks and conflicts
- * Anticipating potential objections

4) Structuring the Plan:

- * Implementing strategies and tactics
- * An action agenda:
 - * Achieving objectives
 - * Bringing about change
 - * Recognizing the impact of each step on other functional areas

An example of the model applied:

	Level 1: basic analysis tools	Level 2: critical thinking & reflection tools	Level 3: application tools
HR/OB	Leadership Culture Motivation: Policies & processes	Structure change options & impacts Culture changes options & impacts	Simulations Case competitions Tactics : Contingency analysis
Strategy	SWOT 5-forces PESTEL Generic strategies Corporate strategies Functional strategies Driving forces KSF	TOWS SCORE VRIO Environment strategies Defense vs. attack strategies Blue ocean Strategy clock	Simulations Case competitions Field or industry reports Visualisation & innovation-driven exercises

Next Steps & Questions

- * Preventing the template trap
- * Looking back as a basis for looking forward
- * Transcending the levels
- * Future research:
 - * Documenting best practices
 - * Comparative analysis: analyzing assignments from traditionally-designed and blended-designed courses