TELFER

BUSINESS FOR A BETTER CANADA

MBA Diversity & Inclusion Case Challenge

11TH EDITION

COMPETITION RULES & REGULATIONS - 2027[1]

Deloitte.

EDC

[1] Rules current as of Nov 4, 2026 - subject to change at the discretion of the Telfer D&I organizing committee.

COMPETITION RULES & REGULATIONS

The Telfer MBA Diversity and Inclusion (D & I) Case Challenge is intended to provide a learning experience for the students that will encourage healthy competition. The Rules and Regulations are not all encompassing, and situations may arise that have not been covered. It is the expectation of the organizers that any issues or disputes will be resolved in the spirit of the competition. The organizers reserve the right to make slight adjustments or additions to the Rules and Regulations if necessary.

To allow this case challenge to be a successful event, and to provide the same learning environment for all, the teams must adhere to a set of rules and regulations. It is expected that each participating university familiarizes themselves with these rules and regulations, and that they will abide by them in the spirit of the competition. Any violations brought to the attention of the competition organizers who will then come to a ruling based on the information provided. The results of such a ruling will be one of the following: a warning issued, points removed, or immediate disqualification/termination of participation. Any decision of disqualification/termination is final.

CASE CHALLENGE STRUCTURE

Pre-Competition (Case Release)

All teams will receive the case at the same time in their team's Google Drive folder and by email on February 2nd, 2027. Teams will have approximately 3.5 weeks to resolve the preliminary challenge.

Pre-Competition (Written Executive Summary - Optional)

Teams have the option to prepare a written executive summary to be reviewed by industry mentors and receive written feedback. The deadline to submit the executive summary is **February 9th at 12 o'clock, noon EST** by placing the file in your team's Google Drive shared folder (please also email to MBAComp@telfer.uottawa.ca.) Mentors will review your executive summary and provide written feedback by **11:59 PM EST on February 16th** . Teams may then choose to adapt their strategy before their presentation on Saturday, February 27th, 2027. Please refer to Appendix 1 for details.

NOTE: this feedback is meant for learning and development purposes. The executive summary is not 'graded' and 'results' will not be considered in the competition, nor will the summary or feedback be made available to the judges. It is your choice whether to use this feedback or not.

Competition Presentations

First Round

In preparation for the Challenge, Teams must upload their presentation to their team's Google Drive shared folder and send it by email to MBAComp@telfer.uottawa.ca by **Thursday, February. 25th, at 11:59 PM EST**. This is for reference only, as teams may make changes to their presentation at any time before they present. Judges will have a printed (b/w) copy of this slide deck for reference only, however, be aware that this may influence the judge's perception of your team's overall preparedness and professionalism. Teams will have 15 minutes to deliver their presentation to the judges, followed by a 10-minute question period and feedback session. This is at the judges discretion and this session will influence the judge's scoring. The judging rubric will be provided with the case.

Second Round

Immediately following each team's first presentation, you will receive an addendum to the original case. Teams will then have ~4 hours to prepare a solution, update their slide deck and presentation, and prepare to present. Limited external interaction will be permitted during this second round case preparation (emails and/or texts only), however coaches are not allowed to be present in the preparation room physically or virtually (eg. face time, zoom, etc.) during the second round of case cracking. However, once a coach has seen another team present in the second round, they are no longer allowed contact with their own team until their team has presented. Teams will have **15 minutes** to deliver their updated presentations to the judges, followed by a **5 minute question period.** The judging rubric for this round will be provided with the case.

Final Round

Teams will have been divided into two pools of 5 teams each. One finalist from each of the pools will move on to the final round, based on a combined score from the First and Second round of scoring. The two finalists will be announced at the Gala Dinner event starting at 4:45pm. Finalists will present their Second Round presentation to final round judges at the Gala Dinner event and have **15 minutes** to deliver their presentations to the judges, followed by a **5-minute question period**. Finalist teams will have only approximately 20 minutes from finalist announcements to the first presentation. The Pool 1 finalist will present first, Pool 2 finalist will present second. Previous scoring **will not** carry through to the final round. The judging rubric will be the same as for the Second Round presentation.

JUDGES

- The judging panel will be composed of subject experts, local businesspersons and event sponsor representatives.
- Judges will not know the university affiliation of each team.
- There will be two pools of 5 teams. During each round of the competition, three judges will evaluate the teams in their appointed pool. Judging groups will switch to review teams from the other pool for the second round presentations.
- All judges are familiar with the case; therefore, teams do not need to repeat the facts of the case during their presentation, unless for specific reference or context.
- The judging panel's decision is final and cannot be contested.

RULES AND REGULATIONS

- Random selection will be done to determine to which pool teams are assigned and in which order teams will present. Teams will present one by one, and presentations will be staggered based on randomly assigned times.
- Preparation rooms will be made available for each team for the entire day.

- One internet-enabled laptop per team and one USB key will be provided per team. The USB key will be pre-loaded with the team's originally submitted presentation, however if you have an updated version, please bring it on your own USB stick. Laptops will have Microsoft Office suite installed.
- While your personal laptops are permitted, there is no wifi access available for these devices. In addition, note that during your presentation, no internet access is available. All and any media must be embedded within the presentation itself. External links will not work in the presentation rooms.
- Team names, slide decks and presentations must be free of any information identifying the team's University of affiliation (including but not limited to the university and/or town name, mascot, colours). This includes the file name submitted on the USB memory stick.
- Teams are responsible for ensuring that their presentation format can be opened and is in a readable and playable format. Reminder: external links and external videos will not work in the presentation rooms and there is no internet available in the presentation room.
- Each team will be responsible for handling their team's USB memory stick and save a copy to the desktop in the presentation room. The copy will be used as reference for the judges and shared with select staff at EDC, Deloitte, and uOttawa.
- Presentations will be judged according to the rubric provided with the case.

Rules for Preliminary Round Presentation

- All teams must send their presentation by email to MBAComp@telfer.uottawa.ca and place it in your team's Google Drive shared folder by Thursday, February 25th, at 11:59 PM EST for us to provide b/w print outs for the judges – this will be for information purposes only for the judges. You may still make changes to your presentation up until your present.
- A USB key and a laptop will be provided in the preparation room. Teams will be responsible for bringing their presentation on their USB stick to the presentation room and saving a copy of the presentation on the computer desktop in the presentation room.
- Teams will present one by one, and presentations will be staggered based on randomly assigned times.
- Presentations must be a maximum of 15 minutes in length. While teams will not be disqualified for exceeding the time length, there will be heavy point penalties in the area of Overall Presentation.
- A timekeeper will notify the presenting team when they have three minutes remaining, one minute remaining and 10 seconds. When the time is up, the timekeeper will end the presentation whether the team has finished or not.
- After the presentation, there will be a 10-minute question and feedback session. When the time is up, the timekeeper will end the session whether the team or judge has finished or not.
- Presentations will be judged according to the evaluation criteria appended to these rules.

Transition from First to Second Round presentations

- Immediately following the team's first presentation, teams will be presented with an addendum to the original challenge that they will have to incorporate into their solution, and be prepared to present on. They will have approximately 4 hours to "crack" this element. Note that teams will present to new judges and thus are encouraged to maintain the original context and content where appropriate.

Rules for Second Round of Presentations

- Teams will deliver their presentations to the other pools' previous judges.
- The same rules apply as for the first round of presentations.
- A timekeeper will notify the presenting team when they have three minutes remaining, one - minute remaining and 10 seconds. When the time is up, the timekeeper will end the presentation whether the team has finished or not.
- After the presentation, there will be a 10-minute question and feedback session. When the time is up, the timekeeper will end the session whether the team or judge has finished or not.
- Presentations will be judged according to the evaluation criteria appended to these rules.

Scoring

- Scores will be awarded to each team for each round based on the rubric attached.
- Round one and two will each account for 50% of a team's final score, however, in the event of a tie, the second round score will be considered as the tie-breaker.
- Final scores will be based on raw scores, not weighting or placement.
- The top team from each pool (based on the total combined score) will present in the finals to a panel of judges at the evening Gala Dinner.

Coaches

- Once a presentation round has begun, and if a coach has watched a presentation, they are prohibited from communicating with their team until the end of their team's presentation. Doing so may result in the disqualification of that team.
- Coaches may observe any presentations, subject to space and on a first-come, first-served basis but must not interact with the team or judges in any way; any interaction will result in disqualification. Coaches must leave the presentation room whenever judges are deliberating.
- Note that teams will have an opportunity to receive feedback from their coach in their preparation room immediately following their first presentation. This feedback session is limited to no more than 10 minutes. The team's second round presentation time will not be amended due to coach feedback timing. Teams will not receive the addendum in order to begin working until the coach has left the preparation room.
- Limited external interaction will be permitted during this second round case preparation (emails and/or texts only), however coaches are not allowed to be present in the preparation room physically or virtually (eg. face time, zoom, etc.) during the second round of case cracking. However, once a coach has seen another team present in the second round, they are no longer allowed contact with their own team until their team has presented.
- During the final round of presentations, coaches are not allowed in the preparation rooms. In addition, coaches are not allowed to communicate with their teams until their team has presented.

Final Presentations

- Finals will be held at 55 Laurier Ave in room 4101 (at the Gala Dinner) on the main stage to the competition attendees, including peers, sponsors and judges.
- Teams will present their second round presentation in the final round. Minor updates to .ppts are permissible based on the previous round feedback, however must be presented on their usb at the time they are announced as a finalist. Changes are not permissible once finalists have been announced.

- Finals presentations must be a maximum of 15 minutes in length. While teams will not be disqualified for exceeding the time length, there will be point penalties in the area of Overall Presentation.
- A timekeeper will notify the presenting team when they have three minutes remaining, one - minute remaining and 10 seconds remaining. When the time is up, the timekeeper will end the presentation whether the team has finished or not.
- After the presentation, there will be 5 minutes for a question and answer period. When the time is up, the timekeeper will end the q&a period whether the team or judge has finished or not.
- Previous scoring will not carry through to the final round.
- After both teams have presented, judges will decide the winning team and ranking. Winners will be announced later in the evening at the gala.

Please note: The decision of the judging panel is final and is not subject to review.

AWARDS

1st Place Team: $5,000
2nd Place Team: $3,000
3rd Place Team: $2,000*

* Note: Third place will be awarded to the non-finalist team with the highest overall score across all other teams. Ties will be determined by the second round scoring.

Awards will be presented at the Saturday Reception. Competitors, judges, volunteers, and sponsor representatives are welcome and expected to attend, however pre registration is required.

TEAM ELIGIBILITY

- The competition is open to any currently registered MBA or business associated Master's students at a university, but must comprise a minimum of 2 MBA students.
- Teams must be comprised of no more than four students.
- Deadline for submitting team member names and related information is January 29th, 2027.
- The deadline for substitution of team members is Monday February 22th, 2027.
- Each team is encouraged to have a coach, but their attendance is not mandatory.
- Each team must appoint a team lead who will be responsible for all communications between the team and the case competition organizers.

APPENDIX 1: Instructions for the Executive Summary and criteria for mentor review

Purpose of the Executive Summary

This is an optional opportunity for your team to present your initial approach to the case analysis and receive feedback/coaching from mentors familiar with the issues and challenges presented in the case. It is meant to support you in your learning and analysis – providing you with expert guidance or a sounding board to 'try out' your proposed ideas and solutions.

The prime objective is to enhance your learning and the quality of your approach to the challenge! **The written Executive Summary is NOT SCORED and does not influence the outcome of the case challenge.**

Instructions:

In Part 1 of the case challenge, each team prepares an Executive Summary. While this step is optional, it is HIGHLY RECOMMENDED. This two-page document should be a summary of the challenge(s) being addressed and your approach to addressing the challenge. It should represent your initial thinking, analysis, and research on the challenge. As such, it will provide guidance as you continue to develop your final solution.

It should include:

Statement - a concise sentence to clearly frame the challenge/ opportunity that you will address

Issues or special considerations associated with this challenge

Analysis - situate and analyze the challenge - history/context and/or causes of the challenge; application of theory or research; use of analytical tools as appropriate

Recommendation(s) to address the challenge – summarize them in a clear, practical, and compelling manner

Implementation - outline your plan, taking into account the context and considerations identified. Consider risks and mitigation.

References (optional) – include on an additional page

Format and deadline

This is a two-page word document - single sided, 12 font, in full text and/or bullet points. It may be single or double spaced. The deadline to submit your executive summary is February 9th at 12 o'clock, noon EST in your Google drive shared folder and by email to MBAComp@telfer.uottawa.ca.

Executive Summary – Criteria to be 'assessed' by the Mentors
(NOTE - the Executive Summary is NOT graded – you will receive general comments).

Criteria for Mentor Review
EXECUTIVE SUMMARY ● Is the problem statement clear? ● Are the issues articulated well and an understanding of the context? ● Does the initial analysis show sound preparation/ research about the topic(s) of this year's challenge? ● Are there any important components missing? ● Are there additional factors or considerations to be included/assessed? ● Are there possible consequences to consider for the proposed recommendations? ● Are there important community/stakeholder/partner groups to be considered? ● If provided, are the references sound? Are there important references that shouldn't be missed? ● Is it well written; easy to understand; professional?

APPENDIX 2: (SAMPLE) Grading Rubric

Team: _____ **Judge:** _____

Assessment Criteria	Score
Problem Definition and Analysis [20%] ● Concise statement to clearly frame the problem/challenge/ opportunity ● Thorough analysis to situate the challenge - history/context and/or causes of the problem(s); application of theory or research; use of analytical tools as appropriate ● Demonstrated understanding of industry, business and case challenge context	
Solution/Recommendation [25%] ● Recommendation(s) takes into account strategic, financial, human, and operational considerations ● Logical tie-in to analysis ● Solution(s) is feasible, realistic, practical, appropriate. ● Recommendation(s) is justified (e.g., according to decision-making criteria)	
Implementation and Plan of Action [20%] ● Provides clear, realistic and detailed timeline, taking into account the context and actors - what, who, when, how, and/or where ● Consideration of cost (i.e. financial impact), control issues, community/partner/ stakeholder engagement ● Identifies risks and offers contingencies	
Diversity, Equity, Inclusion and Sustainability (20%) ● Specific, relevant and clear consideration for diversity, equity & inclusion, and sustainability ● Recommendation(s) clearly addresses issues identified with specific, relevant and clear consideration for diversity, equity & inclusion, and sustainability ● Includes relevant and inclusive approaches	
Questions & Answers [10%]: ● Defends recommendations effectively ● Provides clear, convincing, concise responses ● Consistency with material presented earlier ● Shows balance and smoothness in allocating responses to Q&A workload	
Organization of Material and Overall Presentation [5%] ● Strong presentation style and communication skills ● Creativity, professionalism and positive overall group dynamics ● Quality of PowerPoint slides, i.e. clarity, appearance, design, graphics/visualizations, time management, linkages ● Overall quality of final solution/presentation	
Totals/100	