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Office Hours: MW: 3:30 – 4:30pm and by appointment.

### ***I. Course Description***

- A. **Lectures:** cover Chapters 1 – 12 from *Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases*, 19<sup>th</sup> edition by Thompson, Peteraf, Gamble, and Strickland III. This text provides the theory of business strategy. We use case studies to understand how real world companies craft and execute strategy. The Business Strategy Game gives students the responsibility to make their own strategic decisions in competition with their classmates. This course moves quickly; tasks, decisions, and assignments are due every day just like in a regular business. Some tasks are difficult, others are not, but all must be completed competently and on time. Consider me your boss; you would never submit shoddy work to your boss.
- B. **Case Studies:** cases emphasize the applied nature of our topic. They help us learn the basic concepts and tools of strategic analysis in real world settings, and help you understand how to craft a well-conceived strategy and execute it competently. All required cases are covered in lecture; you may use the other cases given in the textbook for study.
- C. **The Business Strategy Game (BSG):** BSG is a computer simulation where students compete directly with others in the class running their own company. Students work in teams and make frequent decisions to determine the direction of their company. BSG is a crucial complement to the lecture as it gives students hands-on experience crafting and implementing business strategy. The game is both exciting and challenging. For more details consult the Player's Guide to BSG (on eCommons|Resources); there is a quiz on the Player's Guide on the evening of the first class.

### ***II. Grading***

Students are evaluated on the following: performance in the Business Strategy Game, two written case studies, an individual company analysis, two case presentations and participation in case discussion, and an exam on chapters 1 – 12 of the textbook. These are weighted in the following way:

Business strategy game	20 points
Two written case assignments	20 points (10 points each)
Individual company analysis	20 points
Two Case presentations & participation in Case Discussions	20 points
Exam chapters 1 – 12 of textbook	20 points

Your letter grade will be assigned according to the following scale:

A	90-100 points
B	80-89 points
C	70-79 points
D	60-69 points
F	<60 points

- A. Business Strategy Game (BSG): there are four components to your grade on BSG:
  - 1. Two quizzes: quiz 1 on the players' manual (10%) due before midnight July 28<sup>th</sup>; quiz 2 on the mechanics of the game (15%) due before midnight Aug 8<sup>th</sup>.
  - 2. A 3-year plan submitted after year 4 due before midnight Aug 15<sup>th</sup> (15%)
  - 3. Overall performance of your company (after 10 years) (50%)
  - 4. Evaluation of your group members at the end of the game (10%).

- B. **Written Case Assignments:** written case assignments are prepared individually. The content of your written cases must reflect your thoughts and analysis and not the work of others. Written Case Assignments are 4 - 6 pages (typed) that summarize the strategic situation faced by the company, state the student's proposed decisions, and defend these decisions using facts and analysis. The first written case study is due in class on Aug 11; the second is due in class on Aug 25. For help go to <http://www.mhhe.com/business/management/thompson/11e/case/prepare2.htm>
- C. **Class participation:** there are two parts to this grade. 1. Every student makes two Case Presentations as part of a Case Presentation Team. Every student is graded individually according to the "Presentation Rubric" (on eCommons|Resources). 2. Every student must contribute significantly to Case Discussion. You must be fully prepared to contribute to Case Discussions; I will "cold-call" students. To earn an A a student must contribute meaningfully and stand out as a class leader in Case Discussions, and make exceptional contributions in the two Case Presentations. Students may volunteer for an additional Case Presentation to improve their participation grade.
- D. **Individual Company Analysis:** these are prepared individually and comprise a 4 - 6 page (typed) report evaluating the business strategy of a particular company. You should analyze a company of particular interest to you. This assignment is an opportunity to display your knowledge and understanding of all the concepts covered in the class. This assignment is due at the beginning of the last class, Aug 29<sup>th</sup>. The use of Internet resources will be important for this assignment.
- E. **Exam:** chapters 1-12 of the textbook will be examined on the last day of class, Aug. 29<sup>th</sup>. You are responsible for all the material in these chapters, even if we do not cover the material in lecture.
- F. **Late work:** written case assignments are due on the day indicated in the Course Outline below and must be turned in at the ***beginning of the class period***. Written cases turned in after the scheduled class period are eligible for a grade no higher than C. No late papers are accepted more than 2 class days past the scheduled due date (except if by prearranged consent of the instructor.)

### ***III. Summer Session Students with Disabilities***

If you qualify for classroom accommodations because of a disability, please submit your Accommodation Authorization Letter from the Disability Resource Center (DRC) to me as soon as possible, preferably within the first week of the Summer Session. Contact DRC by phone at 831-459-2089 or by email at [drc@ucsc.edu](mailto:drc@ucsc.edu) for more information.

### ***IV. A Typical Day in Lecture:*** for example, Aug. 8<sup>th</sup> (see the schedule on p. 3)

- A. Lecture on some of the material in Chapter 6 of the textbook (½ hour).
- B. Case Discussion of Case 9: Panera Bread: I lead this by "cold calling" students (1 hour).
- C. Case Presentation of Case 10: Chipotle, where the Presentation Team (not the BSG team) presents the strategic situation faced by Chipotle, makes the case for their proposed decisions based on facts and analysis, and then fields questions from the class (1 hour).

### ***V. A Typical Night for an Econ 136 Student:*** for example, Aug. 8<sup>th</sup> (see the schedule on p. 3)

- A. All BSG companies meet, either in person (suggested) or virtually via the BSG chat function, to discuss, and ultimately make, the necessary decisions for the 5<sup>th</sup> "year" of the BSG.
- B. All students individually take and submit Quiz 2 before 11:59pm.
- C. All students continue writing their 1<sup>st</sup> written case, Case 8: Tiffany, due in class on Aug. 11.
- D. All students prepare for Case 18: Tata Motors in anticipation of Case Discussion on Aug. 11.
- E. One Case Presentation Team continues work on, and rehearses, their presentation of the strategic situation faced by 7-Eleven (Case 19) and their proposed decisions for Aug. 11.

*Course Schedule*

<b>Date</b>	<b>Topic</b>	<b>Reading</b>	<b>Assignment</b>
<b>July 28</b>	What is Strategy?	Chapter 1	
	Description business strategy game	Players' manual online	BSG Practice decision due July 28 <b>Quiz 1</b>
	Guide to Case Analysis	Guide to Case Analysis	
<b>July 30</b>	Crafting Vision, Mission, Strategy	Chapter 2	BSG 1 <sup>st</sup> decision due July 30 <sup>th</sup>
<b>Aug 1</b>	External Environment	Chapter 3	BSG 2 <sup>nd</sup> decision due Aug 1 <sup>st</sup>
	Case Discussion	Case 1: Mystic Monk	
<b>Aug 4</b>	Resources / Competitive Position	Chapter 4	BSG 3 <sup>rd</sup> decision due Aug 4 <sup>th</sup>
	Case Presentation	Case 2: Costco	Presentation
<b>Aug 6</b>	Generic Competitive Strategies	Chapter 5	BSG 4 <sup>th</sup> decision due Aug 6 <sup>th</sup>
	Case Discussion	Case 4: Sift Cupcakes	
	Case Presentation	Case 5: Under Armour	Presentation
<b>Aug 8</b>	Tailoring strategy	Chapter 6	BSG 5 <sup>th</sup> decision due Aug 8 <sup>th</sup> , <b>Quiz 2</b>
	Case Discussion	Case 9: Panera Bread	
	Case Presentation	Case 7: Coach	Presentation
<b>Aug 11</b>	Foreign Markets	Chapter 7	BSG 6 <sup>th</sup> decision due Aug 11 <sup>th</sup>
	Case Discussion	Case 18: Tata Motors	<b>1<sup>st</sup> written case due: Case 8: Tiffany</b>
	Case Presentation	Case 10: Chipotle	Presentation
<b>Aug 13</b>	Diversified Companies	Chapter 8	BSG 7 <sup>th</sup> decision due Aug 13 <sup>th</sup>
	Case Discussion	Case 20: Disney	
	Case Presentation	Case 19: 7-Eleven	Presentation
<b>Aug 15</b>	Ethics and Social Responsibility	Chapter 9	BSG 8 <sup>th</sup> decision due Aug 15 <sup>th</sup>
	Case Discussion	Case 29: Upper Brnch Mine	BSG 3-Year plan due before 8 <sup>th</sup> decision
	Case Presentation	Case 17: Nucor Corp.	Presentation
<b>Aug 18</b>	Organizing for Good Execution	Chapter 10	BSG 9 <sup>th</sup> decision due Aug 18 <sup>th</sup>
	Case Discussion	Case 24: Starbucks	
	Case Presentation	Case 21: Kraft	Presentation
<b>Aug 20</b>	Managing Operations	Chapter 11	BSG 10 <sup>th</sup> decision due Aug 20 <sup>th</sup>
	Case Discussion	Case 14: Apple	
	Case Presentation	Case 12: Equal Exchange	Presentation
<b>Aug 22</b>	Corporate Culture and Leadership	Chapter 12	
	Case Discussion	Case 16: Kodak	
	Case Presentation	Case 25: Herman Miller	Presentation
<b>Aug 25</b>	Case Discussion	Case 26: Henkle	
	Case Presentation	Case 13: Google	Presentation
			<b>2<sup>nd</sup> written case due Case 27 Bayonne Pkg</b>
<b>Aug 27</b>	Review		
	Case discussion	<b>Mystery Case</b>	
<b>Aug 29</b>	Exam on chapters 1 – 12 from textbook		<b>Individual Company Analysis due</b>