

Econ 136: Business Strategy  
Summer Session II 2016

Bob Baden  
Email [rbaden@ucsc.edu](mailto:rbaden@ucsc.edu)

Office hours MW 11:30 - 12:45  
Engineering 2 Room 427

**I. Course Description**

**A. Lectures**

I will lecture on Chapters 1--12 from the special edition, available at the Bay Tree Book Store, of *Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases*, 20th Edition by Arthur Thompson, Margaret Peteraf, John Gamble, and A. J. Strickland III to provide a theoretical background in the study of business strategy. Used copies of the 18<sup>th</sup> and 19<sup>th</sup> edition are also applicable. To supplement this theoretical material, you should regularly read periodicals such as Business Week, The Wall Street Journal and The Economist. You are encouraged to relate such material to the textbook and to bring up examples during lectures.

Optionally, *Competing for the Future* by Gary Hamel and C.K. Prahalad provides material for the lectures on strategy for the long run and *Your Strategy Needs a Strategy: How to choose and Execute the Right Approach* by Martin Reeves, Kurt Haanas, and Janmejaya Sinha discusses different business contexts and a variety of approaches that are useful.

**B. Case Studies**

Case studies will be used to emphasize the applied nature of the topic. These cases will enable us to explore why good strategic management yields good business performance, to present the basic concepts and tools of strategic analysis, and to drill you in the methods of crafting a well-conceived strategy and executing it competently.

We will cover cases in class, but you are encouraged to study the other cases, and to use them for the discussions

**C. The Business Strategy Game**

The Game is a computer simulation where you compete directly with others in the class. It is designed to complement the class by giving you hands-on experience in crafting and implementing business strategy. The game is a very exciting and challenging part of the course. You will work in teams and make frequent decisions that will determine the direction of your company. There is a separate posting on CANVAS regarding the Game.

## II. Grading

- A. **Evaluations** Students will be evaluated on the basis of written case studies, performance on the business strategy game, quizzes, oral case presentations and class participation. These components of the grade are weighted in the following manner and described below:

Business strategy game	20 points
Written case analyses	60 points
Individual company assignment	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

- B. **Business strategy game** There are four components of this grade, each worth 25%: (1) performance on two quizzes, one on the players' manual (10%) and one on the mechanics of the game (15%), (2) a 3-year plan submitted after year 3 of the game, (3) the overall performance of your company and (4) the evaluation of your group members at the end of the game. The first decision will be submitted on July 26th. The 3-year strategic plan is due on August 15th.
- C. **Written case assignments** The written case assignments are to be prepared on an individual basis. It is expected that the content of your written case will reflect your thoughts and analysis rather than the work of others. Suggestions regarding the preparation of the case assignments are described on the class website in a document labeled "A Guide to Case Analysis."
- D. **Individual company analysis** Each student will submit a 4-6 page report evaluating the business strategy of a particular company. The company chosen must be approved by the instructor. You should view this assignment as an opportunity to display your knowledge and understanding of all the concepts covered in the class. It is due on the last day of class, August 24th.

- E. **Class participation:** Each student must contribute significantly to in-class analysis/discussion of the cases. You should make a conscientious effort to attend class discussions of cases and to be fully prepared to contribute to the case discussions. To earn an A in this class, participation typically requires contributing meaningfully on 8 to 10 cases, and standing out as a class leader in the discussions.
- F. **Late work** Written case assignments are due on the day indicated in the Course Outline and should be turned in at the beginning of the class period. Cases turned in after the scheduled class periods will not be accepted. No late papers will be accepted (except by prearranged consent of the instructor.)

**III. 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. Administrative**

DROP DEADLINE - Session 2 - Aug 1

WITHDRAW DEADLINE - Session 2 - Aug 12

COURSE OUTLINE (Tentative)

DATE	TOPIC	READING	ASSIGNMENT
July 25	Resources / Competitive Position	Chapters 3 and 4	
	Description business strategy game	Players' manual online	Practice decision 1 due July 26th
	Case study	"Guide to Case Analysis"	
July 27	What is Strategy	Chapter 1	Practice decision 2 due August 1
	Case study & discussion	The Stylish Standout	SWOT Analysis – due July 27
August 1	Managerial Process	Chapter 2	
	Case study & discussion	Williams Companies	Acquisition – due 8/1
	Case study	Vision Statements	Rewrite
August 3	External Environment	Chapter 5	1st decision due August 3rd
	Guest Speaker	Ben Gesing	Plantronics Product Manager
	Case study & discussion	adidas' SPEEDFACTORY	Porter's Five Forces – due 8/3
August 8	Generic Competitive Strategies	Chapter 6	2nd decision due August 8th
August 10	Tailoring strategy	Chapter 7	3rd decision due August 10th
	Case study & discussion	Skullcandy	Differentiation-Target Market
August 15	Foreign Markets	Chapter 8	3- Year Strategic plan August 15th
			4th decision due August 15th
	Case study & discussion	Proctor & Gamble	Weighted Decision Matrix
	Guest Speaker	Anthony Miller	ERGODIRECT
August 17	Diversified Companies	Chapter 10	5th decision due on August 17th
	Case study & discussion	Lululemon Case Analysis	Practice for Individual Company
	Guest Speaker	Anthony Miller	ERGODIRECT
August 22	Organizing for Good Execution	Chapter 11	6th decision due on August 22nd
	Guest Speaker	Beth Morrison	Consultant
		<a href="https://www.linkedin.com/in/beth-morrison-0353624">https://www.linkedin.com/in/beth-morrison-0353624</a>	
August 24	Managing Operations	Chapter 12	Individual Company Analysis