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“Live” Lecture T&Th, 1:00pm to 3:00pm PDT (Zoom Meeting ID: 963 4105 3072)

Office Hours: T&Th 4:00pm to 5:00pm PDT (Zoom Meeting ID: 452 778 2903) & by appointment.

I. Course Description: Business Strategy charts & executes the long-term direction of a firm. This course provides you with the tools, concepts, and understanding to conduct industry and competitive analysis, and strategy positioning. Note: US firms are the world leaders in Business Strategy.

Nearly all course materials are at <https://www.bsg-online.com>, including an electronic version of the textbook, the Business Strategy Game (BSG) where students make strategic decisions for their firm & other materials. All other course materials (cases, assignments, quizzes & exams) are on Canvas. Our course moves quickly; decisions, case analysis, and so on are due every day like in a business. Some tasks are difficult, others are not; all must be completed competently and on time. Consider me your boss; pro tip: never submit shoddy work to your boss (everything you submit must be typed).

A. **“Live” Zoom Lectures:** T&Th, 1 – 3pm PDT. BSG, Business Strategy concepts, Case discussion.

B. **Pre-recorded Zoom Lectures:** cover Chapters 1 – 12 (skip chp. 9) from *Business Strategy: Core Concepts and Analytical Approaches*, Arthur A. Thompson, 5th ed. 2018-2019.

C. **Case Studies, Industry and Competitive Analysis:** students apply the tools of business strategy to learn the concepts & tools of strategic analysis in real world settings.

D. **Business Strategy Game (BSG):** teams of student co-managers make decisions about their company and in competition with classmates running their own company. Teams make frequent decisions about the direction of their company. BSG complements the lectures as students get hands-on experience crafting and implementing strategy. The game is both exciting and challenging. For more details consult the Player’s Guide (on CANVAS | Modules).

II. Grading

Students are evaluated on the following assessments:

Business Strategy Game	200 points
Two written case assignments (due 1pm 7/08 & due 1pm 7/15)	100 points (total)
Individual company analysis (due 1pm, 7/22)	100 points
Zoom Lecture Quizzes (drop lowest)	150 points (total)
Final Exam (7/22; chps. 1 – 12 in text, skip chp. 9)	150 points
End-of-Game Company Presentation (due 1pm 7/22)	100 points
Class participation in Case Discussion	200 points

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

A	900 -1000 points
B	800-899 points
C	700-799 points
D	600-699 points
F	< 600 points

Students must complete all assessments to pass the course

A. **BSG (200 points):** there are four components to your grade on the BSG:

1. 25%: 2 quizzes:
 - i. quiz 1 (10%) on players' manual due Wed. June 23 before 11pm.
 - ii. quiz 2 (15%) on the mechanics of the game due Wed., July 14 before 11pm.
2. 15%: a 3-year plan due Monday, July 12 before 11pm.
3. 50%: overall performance of your company after 8 years (see the Players Guide for details)

4. 10%: your evaluation of your company team members at the end of the game.
- B. **Written Case Assignments** (100 points total): 2 - 3 pages typed, prepared individually & submitted on Canvas. Written cases must reflect your thoughts & analysis, not the work of others.
- C. **Individual Company Analysis** (100 points): prepared individually and submitted on Canvas. This 4 - 6 page (typed) report evaluates the business strategy of a company of special interest to you. This gives you an opportunity to display your understanding and use of the concepts in this course.
- D. **Zoom Lecture Quizzes** (150 points total): posted on Canvas. Due before nearly every class
- E. **Exam** (150 points): on last day of class, July 22; covers all material in Chps. 1 – 12 (skip chp. 9) even if not covered in lecture. Use the end-of-chapter quizzes are to test yourself on each chapter.
- F. **Class participation** (200 points total): every student must contribute significantly to Case Discussion every day in **one** of **two** ways: either participation in discussion in our "live" class meetings, or posting answers to questions posted to Canvas on Discussions tool. To earn an A, a student must stand out as a class leader in either way and make significant contributions every day.
- G. **Late work**: Written cases turned in after the due date and time are eligible for a grade no higher than C. No late papers are accepted more than 2 class days past the due date.
- H. **Grades**: on the two written cases and the individual company analysis are:
- | | |
|-----------------------|-----------------------------|
| Hired | (= A = 100 or 90 points) |
| Give Second Interview | (= B = 80 or 70 points) |
| Collect Resume | (= C = 60 or 50 points) |
| Do not hire | (= Not passing < 50 points) |

III.A Typical Week in Econ 136

“Live” Lectures (synchronous): T&Th 1:00p PDT (Zoom video recorded & posted on Canvas|Zoom)

1. BSG discussion (~ 15 minutes)
2. Review previous asynchronous pre-recorded Zoom Lecture (~ 15 minutes)
3. Review Zoom Lecture Quiz (~ 15 minutes)
4. Break (~ 10 minutes)
5. Case Discussion: student led; “cold-call” & “warm-call” (~ 60 minutes)

Asynchronous Lectures: “Pre-recorded” Zoom Lectures posted on Canvas | Zoom

1. Students view pre-recorded Lectures on Zoom before class (~1 hour)
2. Students take Zoom Lecture Quizzes on Canvas | Assignments (~ 0.5 hour)

Individual and Group Work Outside of Class:

1. Group: BSG companies meet by Zoom or BSG chat to discuss and make the decisions for the upcoming “year,” M & W before 11pm.
2. Individual: each student prepares for Case Discussion in the next “live” class.

IV. DRC Remote Accommodations:

The Disability Resources Center reduces barriers to inclusion and full participation for students with disabilities by providing support to individually determine reasonable academic accommodations. Operations continue via remote appointments. If you have questions or concerns about exam accommodations or any other disability-related matter, email the DRC Schedulers at drc@ucsc.edu for an appointment.

V. Important Summer 2021 Deadlines

Drop: Monday, June 28 (refund)

Withdraw: Friday, July 9 (no refund)

Summer is unique. You will not be dropped for non-attendance or non-payment. You must drop yourself. Dropping before the deadline results in a full-tuition reversal/refund.

Withdraw posts a W for the grade and full tuition is charged (no refund).

For all dates and deadlines, including 'change of grade option' (P/NP) and grades due, here is the summer academic calendar: <https://summer.ucsc.edu/studentlife/index.html>

For questions about dropping, requesting a W grade for a course, or withdrawing from the summer quarter, email summer@ucsc.edu.

VI. Small Group Tutoring

Small Group Tutoring (SGT) supports students academically to advance educational equity by designing inclusive learning environments outside of the classroom. In SGT, you can expect the Tutor to facilitate cooperative group activities designed to have students work together on the course content and develop study skills for the course. SGT is offered at least three times each week for the entire quarter. The Tutor is an undergraduate student who took the class, did well, and is trained to facilitate group sessions to focus on students' needs to succeed in the course. SGT is open to all students enrolled in the class and they must sign up on our online system: TutorTrac. When students sign up for SGT, they are committing to attend every week. For Summer 2021, students can begin signing up for tutoring on Monday, June 21 and tutoring will begin Wednesday, June 23th. Students only have to sign up once for tutoring and their appointments will repeat weekly. Sign-ups will close on Friday, August 13 for all Summer Session Sign-Ups. This means that after August 13, no new students can sign up for tutoring. Bring your books, lecture notes, questions/ Be open to working with your peers. Sign up at: <https://ucsc.go-redrock.com/tracweb40/NoAccess.4sp?errText=insufficient%20credentials%20to%20view%20content> You can also find the link on our website: <https://lss.ucsc.edu/index.html>

VII. Academic Dishonesty

Academic integrity is the cornerstone of a university education. Academic dishonesty diminishes the university as an institution and all members of the university community. It tarnishes the value of a UCSC degree. All members of the UCSC community have an explicit responsibility to foster an environment of trust, honesty, fairness, respect, and responsibility. All members of the university community are expected to present as their original work only that which is truly their own. All members of the community are expected to report observed instances of cheating, plagiarism, and other forms of academic dishonesty in order to ensure that the integrity of scholarship is valued and preserved at UCSC.

In the event a student is found in violation of the UCSC Academic Integrity policy, he or she may face both academic sanctions imposed by the instructor of record and disciplinary sanctions imposed either by the provost of his or her college or the Academic Tribunal convened to hear the case.

Violations of the Academic Integrity policy can result in dismissal from the university and a permanent notation on a student's transcript.

For the full policy and disciplinary procedures on academic dishonesty, students and instructors should refer to the Academic Integrity page at the Division of Undergraduate Education.

VIII. Title IX

The university cherishes the free and open exchange of ideas and enlargement of knowledge. To maintain this freedom and openness requires objectivity, mutual trust, and confidence; it requires the absence of coercion, intimidation, or exploitation. The principal responsibility for maintaining these conditions must rest upon those members of the university community who exercise most authority and leadership: faculty, managers, and supervisors.

The university has therefore instituted a number of measures designed to protect its community from sex discrimination, sexual harassment, sexual violence, and other related prohibited conduct. Information about the Title IX Office, the online reporting link, applicable campus resources, reporting responsibilities, the UC Policy on Sexual Violence and Sexual Harassment, and the UC Santa Cruz Procedures for Reporting and Responding to Reports of Sexual Violence and Sexual Harassment can be found at titleix.ucsc.edu.

The Title IX Office is actively responding to reports and requests for consultation. If you are not currently working with someone in the office and want to make a report/request a consult, you can expect the fastest response by using our online reporting link.

For more information please visit the Title IX Operations under Covid-19 page.

Course Schedule

Date	Topic	Reading	Assignment
June 22			Quiz 1 due June 23 by 11:59pm
			Practice decision 1 due Jun 23 11:59pm
June 24	What is Strategy?	Chapter 1	Practice decision 2 due Jun 25 11:59pm
	Crafting Vision, Mission, Strategy	Chapter 2	BSG 1st decision due Jun 28 by 11:59pm
	Description of BSG	Players' manual online	
	Guide to Case Analysis	Guide to Case Analysis	
June 29	Crafting Vision, Mission, Strategy	Chapter 2	BSG 2nd decision due Jun 30, 11:59pm
	External Environment	Chapter 3	
	Case Discussion		
July 1	External Environment	Chapter 3	BSG 3rd decision due Jul 5 by 11:59pm
	Resources / Competitive Position	Chapter 4	
	Case Discussion		
July 6	Resources / Competitive Position	Chapter 4	BSG 4th decision due Jul 7 by 11:59pm
	Generic Competitive Strategies	Chapter 5	3-Year plan due July 7 by 11:59pm
	Case Discussion		
July 8	Generic Competitive Strategies	Chapter 5	1st written case due Jul 8 in class 1pm
	Supplementing a Strategy	Chapter 6	BSG Quiz 2 due Jul 9 by 11:59pm
	Case Discussion		BSG 5th decision due Jul 12, 11:59pm
July 13	Supplementing a Strategy	Chapter 6	BSG 6th decision due Jul 14 by 11:59pm
	Competing Globally	Chapter 7	
	Case Discussion		
July 15	Competing Globally	Chapter 7	2nd written case due Jul 15 by 1pm
	Diversification Strategies	Chapter 8	BSG 7th decision due Jul 19 by 11:59pm
	Case Discussion		
July 20	Diversification Strategies	Chapter 8	BSG 8th decision due Jul 21 by 11:59pm
	Organizing for Good Execution	Chapter 10	End of BSG
	Case Discussion		
July 22	Managing Operations	Chapter 11	Presentation on BSG
	Corporate Culture and Leadership	Chapter 12	Individual Company Paper due in class
	Final Exam chps. 1 – 12 (skip chp 9)		Final Exam due Jul 23 4:30pm
			Peer Evaluations Jul 23 due 11:59pm

BSG Schedule in Brief (Assignment due dates in **bold**)
 All times are displayed in the US/Pacific Daylight Time zone

Assignment	Date	Time
BSG Quiz 1 Available	22-Jun-2021	4:30pm
BSG Quiz 1 Deadline	23-Jun-2021	11:59pm
Practice Year 11 Deadline	23-Jun-2021	11:59pm
Practice Year 12 Deadline	25-Jun-2021	11:59pm
End of Practice Period	26-Jun-2021	11:59pm (Data reset to Year 11)
Decision Year 11 Deadline	28-Jun-2021	11:59pm
Decision Year 12 Deadline	30-Jun-2021	11:59pm
Written Case 1 Available	1-Jul-2021	4:30pm
Decision Year 13 Deadline	5-Jul-2021	11:59pm
3-Year Strategic Plan	7-Jul-2021	11:59pm
Decision Year 14 Deadline	7-Jul-2021	11:59pm
Written Case 1 Deadline	8-Jul-2021	1:00pm
BSG Quiz 2 Available	8-Jul-2021	4:30pm
Written Case 2 Available	8-Jul-2021	4:30pm
BSG Quiz 2 Deadline	9-Jul-2021	11:59pm
Decision Year 15 Deadline	12-Jul-2021	11:59pm
Decision Year 16 Deadline	14-Jul-2021	11:59pm
Written Case 2 Deadline	15-Jul-2021	1:00pm
Individual Case Available	15-Jul-2021	4:30pm
Decision Year 17 Deadline	19-Jul-2021	11:59pm
Decision Year 18 Deadline	21-Jul-2021	11:59pm
Individual Case Deadline	22-Jul-2021	1:00pm
Company Presentations	22-Jul-2021	1:00pm
Final Exam Available	22-Jul-2021	4:30pm
Final Exam Deadline	23-Jul-2021	4:30pm
Peer Evaluations Available	23-Jul-2021	4:30pm
Peer Evaluations Deadline	23-Jul-2021	11:59pm