

University of California – Santa Cruz

**Economics Department
ECON 136 - Business Strategy**

Section: 01

Quarter: Summer 2

Year: 2024

Instructor:	Thomas A. Shirley
Office Location:	401 Engineering 2 Building
Email:	Canvas Email (Preferred) Please check the email you receive Canvas emails.
Office Hours:	Thursdays, 2:00 PM to 4 PM (By Appointment) or when convenient for student and professor via Zoom
Class Days/Time:	Mondays & Wednesdays, 9:00 PM – 12:10 PM
Classroom:	Merrill Acad 002
Prerequisites:	ECON 10A; and ECON 100A or ECON 100M
GE Studies Category:	Not Applicable

[Professor's Biography](#)

Course Description

The strategic management process, techniques for analyzing single-business and diversified companies, implementing strategy, organization, business planning, financial strategy, competitive analysis, entrepreneurial skills.

Course Learning Objectives

- To sharpen students' ability to think critically, logically and strategically.
- To diagnose business situations from a strategic perspective.

By the end of the course students should be able to demonstrate an ability to:

- Apply the following strategic analytical perspectives to unfamiliar business situations
 - Value-price-cost framework
 - Industry and competitive analysis (Porter's 5 forces model)
 - The Resource Based View of the firm
 - Generic strategies
 - Economies of scale, experience and learning
 - Diversification
 - Acquisition
 - Transaction costs economics and vertical integration
 - Network externalities

Required Texts/Readings

eTextbook

Important: In order to use your financial aid to pay for textbooks, you must purchase your textbook book through the university bookstore.

Required:

Title: Strategic Management: Concepts and Cases (4thEdition)

Authors: Jeffrey H. Dyer; Paul Godfrey; Robert Jensen; David Bryce

Publisher: Wiley

eText (Price: \$51 (120 Day Rental): ISBN - 978-1-119-76353-6

Print (Price: \$58 (130 Day Rental): ISBN - 978-1-119-80481-9

<https://www.wiley.com/en-us/Strategic+Management%3A+Concepts+and+Cases%2C+4th+Edition-p-9781119763536>

If you would like to have topic animated videos, practice quizzes, and other helpful resources in addition to the etextbook, you will need to purchase the WileyPLUS package for \$76.95. This is the textbook publisher's online course package embedded in Canvas. The WileyPLUS package (including the eTextbook) can purchased and accessed through the Wiley Course Resources link on the Canvas left-hand side menu. I will publish our Canvas site by our first day and time of class.

To better understand how to use the WileyPlus online course package embedded in Canvas, please review go to the [WileyPlus Support webpage](#).

Note 1: I highly recommend (1) the eBook/eText, given you get access to it instantaneously and (2) the WileyPlus package, since the animated videos really help you quickly understand the very complex, abstract concepts we will be learning.

Note 2: Please get the 4th Edition, which is the latest edition of the textbook, given we will be using cases from the textbook, so the cases need to be as updated as possible.

Recommended:

Title: The Case Study Handbook, Revised Edition: A Student's Guide

Author: William Ellet

Publisher: Harvard Business Review Press

eText: (Price: \$30): ISBN – 9781633696167

Print (Price: \$30): ISBN - 9781633696150

Other Readings

Articles from online or print business magazines or newspapers may be added to supplement the textbook.

Other equipment / material requirements

Canvas, the SJSU learning management system, will be heavily leveraged for communication, assignments, lecture presentations, quizzes, etc. Therefore, students need to set the system to automatically forward Canvas messages to their preferred regular email address. In addition, students need to be aware of the information and documents available in Canvas, before requesting the professor.

Course Requirements and Assignments

SJSU classes are designed such that in order to be successful, it is expected that students will spend a minimum of forty-five hours for each unit of credit (normally three hours per unit per week), including preparing for class, participating in course activities, completing assignments, and so on.

Quizzes

- There will be quizzes over the assigned reading are ‘*open notes and open book*’ and due in the online learning management system BEFORE each class day’s starting time.
- Quizzes questions will cover basic concepts and terms to ensure students have read the assigned reading, so they are prepared to contribute to class discussions.
- Quizzes will be objective questions in True/False and/or Multiple-Choice format.

IMPORTANT: There will be **NO make-up** quizzes for any reason.

Term Project

The Term Project requires students to work in a group, playing the role of junior analysts in a top consulting firm, analyzing an existing company. Details will be explained in class and will be available on the course learning management system site.

Team Member Performance Expectations

Team members should be PRO-actively participating on teams, by communicating and taking initiative to contribute a fair share of the workload. Pro-active participation includes, but is not limited to:

1. Consistently attending and participate in-class and outside-of-class team meetings, along with project-related class exercises
2. Coming to meetings well-prepared, i.e., having read the required chapters and research for that stage of the project
3. Completing deliverables in advance of agreed upon deadlines
4. Communicating with team frequently, promptly, and with well-prepared information.
5. Helping other team members with their part of the project.
6. Treating other team members or classmates with courtesy and respect.

If an individual team member is not sufficiently contributing to the project, e.g. not attending meetings, providing valuable input, late on deadlines, selecting only easy tasks, etc., other team members should talk to or email the professor directly as soon as possible. Do not wait until deadlines, since there this will provide little time for correction of behaviors.

Insufficient individual team member performance may directly negatively affect team members’ project grades **severely**, e.g., 30%-100% points off.

All individual team member presentation grades are pending feedback from other team members.

In summary, each individual team member needs to bring some exceptional value to the table. Otherwise, you are not contributing to the team's efforts.

Exams

Midterm and Final Exams

ONLY verifiable emergency circumstances will be recognized by the instructor as a valid reason for a student to reschedule an exam.

A student having exams in courses that total 3 or more classes in one day may request an alternative exam date from one of his/her instructors at least three weeks prior to the last class meeting (if the student and instructor are unable to agree on rescheduling, the department chairperson shall negotiate an appropriate solution). Rescheduled exams should be taken during the make-up period.

Students who do not take the final examination during the scheduled time will ordinarily receive an "F" grade. If eligible and in VERY rare cases, a student may arrange with the instructor to receive an incomplete grade.

Classroom Protocol

Because the course is taught experientially, participation is obligatory. Therefore, Laptops, Cell Phones, iPods, and other electronic devices are not permitted (except when needed for class exercise, team meetings, and break time). If you would like me to consider an exception to this policy, please see me individually to discuss.

Your participation in class discussion is an essential factor in determining the success of this class. Your instructor will be in class on-time, prepared, and involved; the same is expected from you. Students are expected to arrive on time (both at the beginning of class and after break). Students who arrive more than 8 minutes past the start time of class or after break will not be allowed to enter the room nor participate in in-class exercises. Since class lecture and related discussion is essential to understand and contribute to the class exercises, students cannot participate in and get credit for class exercises without actually attending and participating in class lecture and related discussion. If students participate in and attempt to get credit for class exercises without actually attending and participating in the related class lecture and discussion, this will be considered cheating.

Most importantly, you should take an active role in the discussion by asking good questions, raising interesting points, and contributing positively to in-class assignments; this includes during pair and small-group in-class activities. Quality of class participation, of course, will be emphasized over quantity. By implication, poor quality class participation will be penalized.

Your participation performance will account for a significant part of your final grade. Class participation is not “filler points” – it will have a real and significant impact on your grade. You start the semester with **nothing** and **build** points by demonstrating consistent patterns of behavior. Being unprepared for a single class, for example, will not affect your participation grade but missing several classes or showing a consistent pattern of no or poor preparation, participation, or both will. In other words, if you never positively contribute to in-class discussions, your class participation will approach zero.

Course Materials and Canvas:

- All enrolled students are already registered for Canvas. Canvas will be used to post required coursework and additional resources.
- All communications (outside of class) will also be done through Canvas email, thus, it is your responsibility to regularly check the email that you have registered with the Canvas system (especially during weekends).
- Please make sure that you have access and know how to navigate Canvas:
 - Log in page: <https://its.ucsc.edu/canvas/>
- Student resources: <https://its.ucsc.edu/canvas/canvas-student.html>

Student Conduct:

- For expectations about classroom behavior; see UCSC Code of Student Conduct (<https://deanofstudents.ucsc.edu/student-conduct/student-handbook/100.004.pdf>)

Grading Policy

No incompletes (I-grade) will be given in this course unless there is an emergency case that is confirmed by the Economics Department in advance.

Grading Percentage Breakdown

Midterm Exam	20%
Final Exam	20%
Quizzes	15%
Participation & Homework	15%

Midterm Team Presentation	10%
Final Team Presentation	10%
Midterm & Final Strategic Plan (Combined)	10%
Total	100%

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

Rubrics: Rubrics for major coursework will be posted on Canvas.

Penalty for late or missed work: There will be a 10% deduction for each day that an assignment is late. A day is defined as the 24-hour period following the time the assignment is due. If the assignment is 10 days late, the grade will be zero (0). The submission is considered late once the due date and time of the coursework has passed.

Note: The lowest 5 'Participation' assignment grades, e.g., class exercises, will be dropped. This is designed to allow flexibility for students who miss a couple of classes or assignments due to illness, work, or other legitimate reason. There is NO need to notify the professor of these absences.

ONLY if a student is ill, has work obligations, or has a family emergency for *more* than a day, the student must email the professor verifiable proof of this required absence to submit any assignment late without point penalty, e.g., a note from their supervisor or doctor on 'letterhead' (with company, office, or hospital name and supervisor's or doctor's contact information) clearly stating that the student is not able to participate in class for a specific time period.

No incompletes (I-grade) will be given in this course unless there is an emergency case that is confirmed by the Academic Advisor or the Dean's Office in advance.

Extra Credit: Extra credit may be available and will be announced in class and/or via Canvas if/as such opportunities become available.

How the Extra Credit Works:

I will provide 2.5% extra points (out of 100%) on your Final Exam if you attend any events that I share with the class that may contribute to students' professional development (not social events) and upload a detailed outline of the key topics and/or activities (with concrete examples specifically from the event) to demonstrate you paid attention; a student can earn a maximum of 10% extra points (4 event outlines total).

Upload into Canvas:

Please upload detailed outlines for all speaking and other events I offer as extra credit in the separately numbered (1-4) "Extra Credit Outline" assignments at the bottom of our Canvas "Modules" page under "Final Exam" module within 2 weeks of each event you attended.

Please feel free to email events you find that may contribute to students' professional development, so I can share them with the class. Only events that I share with the class can be used for extra credit, since all students need to be informed of the events to be fair.

[Accommodations](#)

UC Santa Cruz is committed to creating an academic environment that supports its diverse student body. If you are a student with a disability who requires accommodations to achieve equal access in this course, please submit your Accommodation Authorization Letter from the Disability Resource Center (DRC) to me privately during my office hours or by appointment, preferably within the first two weeks of the quarter. At that time, I would also like us to discuss ways we can ensure your full participation in the course. I encourage all students who may benefit from learning more about DRC services to contact DRC by phone at 831-459-2089 or by email at drcclass@ucsc.edu. If you wish to exercise your testing accommodation, you must notify me as your instructor at least 7 days prior to the exam so that we can secure testing space and a test proctor. Request made inside 7 days may not be able to be accommodated.

[UCSC's Undergraduate Tutoring Center](#)

UCSC's Undergraduate Tutoring Center, a campus-wide resource for tutoring, strives to inspire students to develop their potential as independent learners while they learn to successfully navigate through their university experience. You are encouraged to take advantage of their services which include small and large group tutoring, as well as writing tutoring.

***It is highly recommended to make an appointment, or you may not get in to see someone. YOU MUST PLAN AHEAD.**

Academic Integrity

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.

- Policies are discussed at the following sites:
<https://registrar.ucsc.edu/navigator/section1/academic-integrity.html>
<https://ue.ucsc.edu/academic-misconduct.html>
- Plagiarism & Citation: This course involves a research paper and class presentation. Take care to understand plagiarism and cite references appropriately. Plagiarism is a form of academic misconduct. Please review the UCSC Library resources: <https://guides.library.ucsc.edu/citesources/plagiarism>

AI Technology Tools:

You may use AI technology tools, e.g., ChatGPT, Elicit, etc. to help generate ideas and brainstorm. However, you should note that the material generated by these programs may be inaccurate, incomplete, or otherwise problematic. Beware that use may also stifle your own independent thinking and creativity.

Assignment grades will be based on students' own 'original' work. Therefore, the great majority of submitted assignments should be created by students, not AI tools. You may not submit any work generated by an AI program as your own. If you include material generated by an AI program, it should be cited like any other reference material (with due consideration for the quality of the reference, which may be poor).

- Doing academic work requires that the work you turn in is your own. A paper, even partially, that is written by AI is not considered your own original work.

- It doesn't matter which AI program/software you use. Using any of these to write your papers is considered a form of plagiarism.

The whole point of creating a presentation or writing a paper for a class is to learn and practice how to develop presentation content or write better. So, if a student is using AI to do any significant part of that presentation or paper, it defeats this purpose.

Students are permitted to use AI tools for simple purposes, such as a thesaurus, spell checker or grammar checker. However, using any AI tools to paraphrase, reword, reorder/restructure, and/or rephrase sentences is not appropriate.

Examples of AI technology tools that may be used inappropriately include, but are not limited to:

- ChatGPT or similar tool
- Grammarly (beyond just grammar corrections)
- QuillBot
- Scribbr
- Paraphrasing Tool
- Language Tool
- EditPad

USSC CARE (Campus Advocacy, Resources & Education):

The UCSC Campus Advocacy, Resources and Education (CARE) Unit promotes an environment where people can learn and work while being safe and healthy and offers a confidential space to discuss issues. See: <https://care.ucsc.edu/who-we-are/about-care.html>

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: <https://uctitleix.i-sight.com/portal>.

Course Timeline with Class Schedule and Assignments

NOTE: The schedule is subject to change with fair notice via emails and class announcements.

Week	Date	CLASS AGENDA / TOPICS	ASSIGNMENT (FOR NEXT CLASS DAY or WEEK)
1	Mon., July 29	<p>9:00 AM – 12:10 PM: Lecture</p> <p>Part 1:</p> <ul style="list-style-type: none"> ● Icebreaker Activities ● Syllabus and class philosophy ● Chapter 1: What Is Business Strategy? <p>Part 2:</p> <p>Project Launch:</p> <ul style="list-style-type: none"> ● Establish Teams & Meet ● Exchange contact info. ● Discuss a case study for project ● ‘Canvas’ Email professor: <ul style="list-style-type: none"> ○ Team Name ○ Full names of team members, as seen in Canvas ○ First & Second Choices of case study for project <p>Part 3:</p> <ul style="list-style-type: none"> ● Introduce Case Study Method ● Review Midterm & Final Presentation Requirements <ul style="list-style-type: none"> ○ Note: One team member submits Presentation and Strategic Plan assignments for entire team ○ Introduce Library Databases <p>12:10 PM – 12:30 PM: Project Team Meeting Time</p>	<p>Read & Review Video/s for:</p> <p><i>External Analysis (OT of SWOT):</i></p> <ul style="list-style-type: none"> ● Chapter 2. Analysis of the External Environment: Opportunities and Threats <p><i>Competitive Environment:</i></p> <ul style="list-style-type: none"> ● Chapter 11A. Competitive Strategy (Understanding the Competitive Landscape) <p><i>Internal Analysis (SW of SWOT):</i></p> <ul style="list-style-type: none"> ● Chapter 3. Internal Analysis: Strengths, Weaknesses, and Competitive Advantage ● Appendix B: 20 Valuable Financial Ratios for Strategic Analysis ● Basic Financial Analysis (See PDF in Canvas > Files > Readings) <p>Complete:</p> <ul style="list-style-type: none"> ● Individual & Team Charters ● Midterm Project Plan

		<ul style="list-style-type: none"> ● Start Team Charters ● Start Midterm & Final Project Plans 	
1	Wed., July 31	<p>9:00 AM – 12:10 PM: Lecture</p> <p>Take Quiz on:</p> <ul style="list-style-type: none"> ● Syllabus Quiz <ul style="list-style-type: none"> ○ Download & Test Respondus Lockdown Browser <p>Take Quiz on and Discuss:</p> <p><i>External Analysis (OT of SWOT):</i></p> <ul style="list-style-type: none"> ● Chapter 2. Analysis of the External Environment: Opportunities and Threats <p>Discuss Today and Take Quiz on Friday:</p> <p><i>Competitive Environment:</i></p> <ul style="list-style-type: none"> ● Chapter 11. Competitive Strategy (Understanding the Competitive Landscape) <p><i>Internal Analysis (SW of SWOT):</i></p> <ul style="list-style-type: none"> ● Chapter 3. Internal Analysis: Strengths, Weaknesses, and Competitive Advantage ● Appendix B: 20 Valuable Financial Ratios for Strategic Analysis <p>12:10 PM – 12:30 PM: Project Team Meeting Time</p>	<p>Read & Review Video/s for:</p> <p><i>Innovative Strategies:</i></p> <ul style="list-style-type: none"> ● Chapter 10. Innovative Strategies That Change the Nature of Competition <p>Complete:</p> <ul style="list-style-type: none"> ● Midterm Presentations (Final Draft)

2	Mon., Aug. 5	<p>9:00 AM – 10:45 AM: Lecture</p> <p>Take Quiz on and Discuss:</p> <p><i>Innovative Strategies:</i></p> <ul style="list-style-type: none"> ● Chapter 10. Innovative Strategies That Change the Nature of Competition <p>11:00 AM – 12:30 PM:</p> <p>Midterm Project Presentation Workshop (Final Draft Due)</p> <ul style="list-style-type: none"> ● Teams will 'not' present ● Instead, professor will visit each team and review each team's presentations and provide feedback. ● Teams need to be prepared to take notes. ● How actually complete your slides are will count as part of your presentation grade, since this will help me evaluate how much effort you put into your part of the presentation. ● Be prepared to answer questions that I might have about your presentation, e.g., specific items on your slides. Your ability to answer these questions will count as part of your presentation grade, since this will help me evaluate how much effort you put into your part of the presentation. Therefore, your <i>participation during the project workshop is required.</i> ● Work on project in class as teams, when your team's presentation not being reviewed by professor <p>NOTE: One team member uploads presentation for entire team 15 minutes BEFORE class start time</p>	<p>Complete:</p> <ul style="list-style-type: none"> ● Midterm Presentation (Final Draft w/ Feedback)
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2	Wed., Aug. 7	<p>9:00 AM – 12:10 PM:</p> <p>MIDTERM PRESENTATIONS DUE</p> <ul style="list-style-type: none"> ● Team 1 ● Team 2 ● Team 3 <p>NOTE: One team member uploads presentation for entire team 15 minutes BEFORE class start time</p> <ul style="list-style-type: none"> ● Discuss and Prepare for Midterm Exam ● Discuss Final Presentation Requirements ● Career Q&A <p>12:10 PM – 12:30 PM: Project Team Meeting Time</p> <ul style="list-style-type: none"> ● Complete: Final Project Plan 	<p>Read & Review Video/s for:</p> <p><i>Business-level Strategy & Marketing Implementation:</i></p> <ul style="list-style-type: none"> ● Chapter 4. Cost Advantage ● Chapter 5. Differentiation Advantage ● D’Aveni (2007) Competitive Position Map. (See PDF in Canvas > Files > Readings) <p>Complete:</p> <ul style="list-style-type: none"> ● Final Project Plan
3	Mon., Aug. 12	<p>9:00 AM – 10:15 AM: MIDTERM EXAM (Topics to date)</p> <ul style="list-style-type: none"> ● In ‘in-person’, in regular classroom ● On Canvas in Quizzes section <p>DUE BEFORE CLASS:</p> <ul style="list-style-type: none"> ● Borrow Laptops at Kiosk at McHenry Library and the Science & Engineering Library: https://its.ucsc.edu/laptop-kiosk/index <p>10:30 AM - 12:10 PM: Lecture</p> <p>Take Quiz on and Discuss:</p> <p><i>Business-level Strategy & Marketing Implementation:</i></p> <ul style="list-style-type: none"> ● Chapter 4. Cost Advantage ● Chapter 5. Differentiation Advantage ● D’Aveni (2007) Competitive Position Map. (See PDF in Canvas > Files > Readings) <p>12:10 PM – 12:30 PM: Project Team Meeting Time</p>	<p>Read & Review Video/s for:</p> <p><i>Corporate-level Strategy:</i></p> <ul style="list-style-type: none"> ● Chapter 7. Vertical Integration and Outsourcing ● Chapter 6A. Corporate Strategy (Creating Value Through Diversification) ● Chapter 9. International Strategy (How Firms Compete Internationally)

3	Wed., Aug. 14	<p>9:00 AM – 12:10 PM: Lecture</p> <p>Take Quiz on and Discuss:</p> <p><i>Corporate-level Strategy:</i></p> <ul style="list-style-type: none"> ● Chapter 7. Vertical Integration and Outsourcing ● Chapter 6. Corporate Strategy (Creating Value Through Diversification) ● Chapter 9. International Strategy (How Firms Compete Internationally) <p>12:10 PM – 12:30 PM: Project Team Meeting Time</p>	<p>Read & Review Video/s for:</p> <p><i>Corporate-level Implementation:</i></p> <ul style="list-style-type: none"> ● Chapter 6B. Corporate Strategy (Methods of Diversification) ● Chapter 8. Strategic Alliances ● Chapter 9. International Strategy (Modes of Entry) ● Mergers & Acquisitions (In-Depth)
4	Mon., Aug. 19	<p>9:00 AM – 12:10 PM: Lecture</p> <p>Take Quiz on and Discuss:</p> <p><i>Corporate-level Implementation:</i></p> <ul style="list-style-type: none"> ● Chapter 6. Corporate Strategy (Methods of Diversification) ● Chapter 8. Strategic Alliances ● Chapter 9. International Strategy (Modes of Entry) ● Mergers & Acquisitions (In-Depth) <p>12:10 PM – 12:30 PM: Project Team Meeting Time</p>	<p>Read & Review Video/s for:</p> <p><i>HR Implementation</i></p> <ul style="list-style-type: none"> ● Chapter 12. Implementing Strategy ● Luthans_9e_Org Culture (Pgs. 182-187). (See PDF in Canvas > Files > Readings) ● Trompenaars and Woolliams (2003) 4 Corp Cultures (Pgs. 365-366). (See PDF in Canvas > Files > Readings) ● Rothermal (2014) Balanced Scorecard (Pgs. 143-146). ● Kaplan (2010) Conceptual Foundations of the Balanced Scorecard. (See PDF in Canvas > Files > Readings)

4	Wed., Aug. 21	<p>9:00 AM – 12:10 PM: Lecture</p> <p>Take Quiz on and Discuss:</p> <p><i>HR Implementation:</i></p> <ul style="list-style-type: none"> ● Chapter 12. Implementing Strategy ● Luthans_9e_Org Culture (Pgs. 182-187). (See PDF in Canvas > Files > Readings) ● Trompenaars and Woolliams (2003) 4 Corp Cultures (Pgs. 365-366). (See PDF in Canvas > Files > Readings) ● Rothermal (2014) Balanced Scorecard (Pgs. 143-146). ● Kaplan (2010) Conceptual Foundations of the Balanced Scorecard. (See PDF in Canvas > Files > Readings) <p>12:10 PM – 12:30 PM: Project Team Meeting Time</p>	<p>Prepare:</p> <ul style="list-style-type: none"> ● Final Presentations (Final Draft w/ Feedback)
5	Mon., Aug. 26	<p>9:00 AM – 12:10 PM:</p> <p>FINAL PRESENTATIONS DUE</p> <ul style="list-style-type: none"> ● Team 2 ● Team 3 ● Team 1 <p>NOTE: One team member uploads presentation for entire team BEFORE class start time</p> <p>12:10 PM – 12:30 PM:</p> <ul style="list-style-type: none"> ● Discuss and Prepare for Final Exam 	<p>Prepare for:</p> <ul style="list-style-type: none"> ● Final Exam
5	Wed., Aug. 28	<p>9:00 AM – 12:30 PM:</p> <p>FINAL EXAM (Only Topics Since Midterm Exam)</p> <ul style="list-style-type: none"> ● In ‘in-person’, in regular classroom ● On Canvas in Quizzes section <p>DUE BEFORE CLASS:</p> <ul style="list-style-type: none"> ● Borrow Laptops at Kiosk at McHenry Library and the Science & Engineering Library: https://its.ucsc.edu/laptop-kiosk/index 	

5	Fri., Aug. 30	<p>MIDTERM & FINAL STRATEGIC PLAN DUE</p> <ul style="list-style-type: none">● Each student writes about their own parts of the Midterm and Final Presentation individually, and then put all individual parts together as one, integrated project team Strategic Plan paper.● One team member uploads paper for entire team BEFORE class start time	