

ECON 177L APPLIED MANAGEMENT LABORATORY

Spring 2014

TUE 2:00-4:50pm

Sequoia Hall 244

First class Tuesday, April 1, 2014

Class Web Page: Refer to TED

Instructor: Mark Hoffman
Office: Department of
Economics, Room 229

Office Hours: Before class, Tuesdays
12:30-1:30pm. Others as
needed or TBD

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PREREQUISITES: ECON 4, ECON 100C, ECON 176 (can be concurrent)

COURSE DESCRIPTION: Applied theory and case-based class requiring students to develop hypothesis-driven problem solving skills. Students will work in teams and will develop management consultant and strategic marketing skills by applying microeconomic theory, marketing, accounting, and econometric analyses to real-world business problems. Presentation of student analyses both orally and in writing.

This is a new laboratory class in the UCSD Economics Department with the goal of creating business insights and understanding the practical aspects of your theory classes as they apply to real world business problems. You will learn new business analysis techniques based on economic principles and will adapt and apply some of the tools you have learned in your core and elective coursework to a real world client's business challenge working in teams as management consultants. You will practice thinking in a hypothesis-driven way, performing analysis and presenting your findings and recommendations

GOALS AND OBJECTIVES:

- Add value to a real-world client by working on one of their business problems and making recommendations for what to do
- Learn how to quickly assess a business situation, gather and analyze information, and present it both written and orally.
- For you to learn how to ask, research, and answer a question.
- For you to learn to work in teams--how to listen to other people's ideas, ask insightful questions and provide useful comments/suggestions as well as organize the work and get it done
- Learn how to prepare for a future career in management consulting, as a business analyst, or in business-to-business marketing.

CLASS STRUCTURE: You will be assigned to one of two teams and be given a local business client's "problem" to work on for the quarter. You will learn about how to work

on the problem as a team in various ways and actually do the work as a management consultant (with guidance).

We will meet officially as a “class” once per week in 3 hour sessions with the following structure: the first approx 1.5 hours will be a lecture/case/topic discussion related to the practical application of your prior economics coursework and/or new material relevant to the business world. We will then have a 10 minute break. The second half of the class will consist of both report outs to the class on previous work you’ve done (flip charts at first, then PowerPoint) and approx. 1.5 hours working on projects together.

Post class, and during the week, you and your team will meet with “client” and/or work on your projects via the work plan that you develop. I am also available for individual and team support during that time.

EXPECTATIONS: Consider this a mini-MBA class and also “real world work experience.” It should be intense. You are going to be treated as professionals and adults and are expected to act that way. You will be expected to work as a valued team member, get along, cooperate, and extend yourself. No slackers allowed. You are expected to perform. You must keep everything related to your project confidential. There will be no political correctness in the class. That said, I know you are undergraduates, and many of you have little or no work experience. We will help you to be successful if you put in the effort and have the desire.

Why do I say “intense?” Because that is what consulting with clients is like. And we have limited time to produce real results. Consider this project cycle:

- 1 week pre-prep
- 1-2 weeks prep
- 6-8 weeks analysis/work
- 1 week wrap up/presentation

I will always be available to answer your questions during class times and even outside of class during the week and/or weekends. I expect that you will attend all class sessions each week unless there is a compelling reason to miss one.

HOMEWORK: Weekly attention to readings, work plan and client meetings, preparation, analysis.

EXAMS AND GRADES: Active participation and strong performance are essential to your success, project and team success, and for this course in general.

Midterm: There is no midterm, but I would like to meet individually with each of you (and perhaps as a team as well) to discuss your workplans, progress and a midterm “Performance Evaluation.” Weeks 3-5

Presentation: to client, staff and guests--Date TBD, week of June 2, 2014.
Storylines/drafts are due for discussion week of May 20, 2014

Final Exam: June 10, 2014. The final will be a combination of problem solving case, and essay.

GRADES: Midterm- Progress Review – (10%)
Attendance/Participation/Group and Client Work (35%), Presentation (40%), and Final (25%).

PRESENTATIONS:

Each of you will present (with your teams) your findings and recommendations to the client and a panel of faculty and business people at the end of the quarter. Your presentations will be 45-60 minutes. As listed above, I would like to discuss your presentations throughout the quarter, but for sure review a storyline or draft the week of May 20.

COURSE TIMELINE

Week	Lecture/Case/Content	Team Project Work
Week 1 April 1	Course objectives Syllabus review Get to know each other Consulting overview Intro to consulting/career paths What do consultants do? Types of consultants How do consultants think? Client management/dos and don'ts/professionalism Hypothesis-driven work planning Project definitions Form teams	Discuss projects and “proposals”/issues, scope of work, key deliverables Form Teams
Week 2 April 8	Introduction to tools Frameworks Root cause analysis Value Driver Tree Excel Spreadsheet modeling Strategy/Strategic Marketing What is Strategy? Montabert Case	Hypothesis generation Work planning

Week 3 April 15 (may need to reschedule)	Information/Data gathering How to write like a consultant— horizontal and vertical logic Living Deck approach Voice of the Customer (VOC)/Interviewing	VOC practice Work on projects
Week 4 April 22	Economics in the real world-- Economic Thinking How to define a market Value The problem with traditional marketing	Work on projects
Week 5 April 29	Economics in the real world— differentiation/market segmentation	Work on projects
Week 6 May 6	Economics in the real world— business model	Work on projects
Week 7 May 13	PowerPoint Presentation skills	Work on projects
Week 8 May 20	Filling in the gaps, what did we miss? Working with clients, bosses and peers True Professionals/Professionalism	Work on projects
Week 9 May 27	Wrap up	Work on projects
Week 10 June 3	Presentations	Work on projects
Week Finals June 10	Presentations and Final Exam	Work on projects

We may have some guest speakers or presentations during some of the weeks.

READING: Below is a list of basic readings for the course, to be supplemented by in class presentations and handouts. I will post most of them to TED and some will be available in class or for purchase, TBD. The intent is to give you a broad background of information and some tools in order to understand the context of the tasks ahead of you in your projects and future career. These are mainly survey readings. I've also suggested a number of books you can purchase on Amazon that I'm happy to discuss with you. If you're interested in business and/or consulting, they'll be valuable, but are not strictly

required or going to be used in the course. You are expected to keep up with the reading on your own. You are only responsible for readings that we talk about in class. (note: these will be assigned per week)

REQUIRED READING:

Project Related

- Hedging Basics
- MCT Fed White Paper

Industrial/B2B marketing and pricing

- “Spend a day in the Life of Your Customers”
- “Marketing Is Everything”
- “Trappings vs Substance in Industrial Marketing”
- “The Price of Pricing Effectiveness” (Deloitte)
- “Seeking Perfect Pricing, One CEO Tears up the Rules (Parker Hannifin)”

Economics

- Economics in One Lesson, The Lesson
- Center for Informed Decision Making, Economics
- History of Strategy

Interviewing (I will make copies of this accessible to you)

- The Focused Interview
<http://www.jstor.org/discover/10.2307/2770681?uid=3739256&uid=2129&uid=2&uid=70&uid=4&sid=21103196125573>
- Interviewing *Cannell, C.F., & Kahn, R.L. (1968). Interviewing. In G. Lindzey and E. Aronson (Eds.), Handbook of social psychology (Vol. 2, pp. 526-595).*
- The Group Depth Interview: Principles and Practice
<http://www.amazon.com/The-Group-Depth-Interview-Principles/dp/013365396X>
Chapters 10, 11, 12, 13
- Perspectives on nonverbal communication in the total communication process
knapp, pp 12-17

Root Cause Analysis/5 Why's

EVA and Value Driver Tree

Case Analysis and Interviewing (get one)

- http://www.amazon.com/Case-Interview-Secrets-Interviewer-Consulting/dp/0984183523/ref=sr_1_1?s=books&ie=UTF8&qid=1384764199&sr=1-1&keywords=case+interview

- http://www.amazon.com/Case-Point-Complete-Interview-Preparation/dp/0971015880/ref=sr_1_2?s=books&ie=UTF8&qid=1384764199&sr=1-2&keywords=case+interview#reader_B00ECGPHMO
- http://www.amazon.com/Crack-Case-System-Complete-Interview/dp/0974442844/ref=sr_1_1?s=books&ie=UTF8&qid=1396144476&sr=1-1&keywords=crack+the+case+system
- http://www.amazon.com/How-Get-Into-Consulting-Firms/dp/0615279899/ref=sr_1_4?ie=UTF8&qid=1396297003&sr=8-4&keywords=case+interview

RECOMMENDED READING:

HBR's 10 Must Reads on Strategy (including featured article "What Is Strategy?" by Michael E. Porter)

http://www.amazon.com/Strategy-including-featured-Michael-Porter/dp/1422157989/ref=sr_1_1?ie=UTF8&qid=1384762714&sr=8-1&keywords=harvard+business+review+strategy

Good Strategy/Bad Strategy

http://www.amazon.com/Good-Strategy-bad-Difference-Matters/dp/1846684811/ref=tmm_pap_swatch_0?encoding=UTF8&sr=1-1&qid=1384763053

Economics in one lesson

http://www.amazon.com/Economics-One-Lesson-Shortest-Understand/dp/0517548232/ref=sr_1_1?s=books&ie=UTF8&qid=1384763111&sr=1-1&keywords=economics+in+one+lesson

The Mind of the Strategist

http://www.amazon.com/The-Mind-Of-Strategist-Japanese/dp/0070479046/ref=pd_sim_b_1

Presentation Zen

http://www.amazon.com/Presentation-Zen-Simple-Delivery-Edition/dp/0321811984/ref=sr_1_1?ie=UTF8&qid=1384762909&sr=8-1&keywords=presentation+zen

Competitive Strategy

<http://www.amazon.com/Competitive-Strategy-Techniques-Industries-Competitors/dp/0684841487>

True Professionalism

http://www.amazon.com/TRUE-PROFESSIONALISM-Courage-People-Clients/dp/0684840049/ref=sr_1_1?ie=UTF8&qid=1384762849&sr=8-1&keywords=true+professionalism

OTHER RESOURCES/HELPFUL WEBSITES:

- Resources:
 - The Vault--<http://www.vault.com/wps/portal/usa>
 - Wetfeet--<http://www.wetfeet.com/>
 - Kennedy Information
- Stories/Help/Frameworks:
 - <http://www.myconsultinglife.com/>
 - <http://www.consultingcase101.com/>
 - <http://www.quickmba.com/strategy/>

ADMINISTRATIVE ISSUES:

1. All UCSD academic, legal, organizational and ethical considerations apply in this course
2. We hope to have some fun in class. While with clients you should act professional at all times. Keep your client work confidential
3. If you have any issues that make it difficult for you to work with your team or client, please let me know immediately.
4. I am available to you at any time. Please don't hesitate to email or call if you need something related to your projects. If I don't answer immediately, I will get back to you quickly