

INTRODUCTION TO BUSINESS MANAGEMENT

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DEGREE: AMINSITRACION Y DIRECCION DE EMPRESAS

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DEGREE COURSE YEAR: 1

1º SEMESTER ☐ 2º SEMESTER ☐

CATEGORY: ☐ BASIC ☐ COMPULSORY ☐ OPTIONAL

NO. OF CREDITS (ECTS):

LANGUAGE: ESPAÑOL

TUTORIALS:

FORMAT: PRESENCIAL

PREREQUISITES: NINGUNO

1- SUBJECT DESCRIPTION

This subject is one of the pillars of your chosen degree. Introduction to Business Management will not only give you a broad overview of subjects that you will study at a more detailed level throughout your degree; but it will also help you understand the world around you. Organizations define today's societies, and we all need to learn how to manage ourselves within them, and sometimes even how to direct them. Seen as such, management is much more than just business, it is getting people together to achieve specific goals. Achieving our objectives, as individuals and as a society, requires that we understand the rules of the game that we are destined to play and are able to communicate these objectives to the people that work with us in achieving these goals.

One way of learning business management is through experience itself. The emphasis of this course will be on Entrepreneurship; learning to be creative, generate ideas, define clear goals and objectives and communicate these through a simple business plan. You will explore the multi-functions that are normally involved in any business, be it large or small. You will be required to think, question and defend your points of view. You will be asked to put what you learn in the classroom into practice... by creating and developing your own business venture. At the end of the course you will be expected to present your business plan in a pitch to "potential investors", your classmates; and who will vote on the "most likely business to succeed".

2- OBJECTIVES AND SKILLS (express objectives as learning process outcomes)

This course will serve to familiarize students with the basic topics, concepts and problems that arise in any organization and amongst the people who work in them. The main objective is for you to discover the Entrepreneur inside of you; thus confirming that the career that you have chosen is the one that will make your life most fulfilling.

This course is designed to also cover a number of smaller objectives:

Understand what management is and the role a manager plays in an organization.

Learn the importance of planning and strategy within an organization, and the tools required to effectively do this.

Develop a systematic approach to identifying business opportunities.

Learn about the necessary functional areas needed to run a successful business: marketing, finance/accounting, operations/productions, sales and human resources.
Develop the necessary skills to become a “good” communicator.
Comprehend the importance of having controls throughout the business process.
Understand the core parts of a business plan, in order to create and present a preliminary business plan.

3- CONTENTS

The course is structured around the five major topics that most Management books cover: Management Fundamentals, Planning and Strategy, Organization and Human Resources, Leadership and Control.

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Session 1: Introduction to the Organizational Management course and its methodology / Introduction to Organizations and Management

Lecture/debate

Objective: The first part of the class will center on the explanation of the course and the development of the main project: presenting a business plan. Students will be placed in teams. The second part of the session will be the first lecture and its objectives are: understand who managers are and what they do; learn what an organization is and why it's important to study management.

Reading Material: “Management”, Chapter 1

Deliverables: Bring to class a list of three things that you are passionate about. It can be a hobby, cause or business idea.

Session 2: Introduction to the case study method and case discussion. Additionally, teams will get together to share their “passions” and see if any of these ideas can become a profitable enterprise.

Case discussion/brainstorming

Reading Material: “GE's Two-Decade Transformation: Jack Welch's Leadership” by Christopher A. Bartlett.

Session 3: Entrepreneurship and New Venture Creation

Lecture/debate

Objective: Understand: the entrepreneurial revolution and process; who is an Entrepreneur; seeking the opportunity: creating, shaping, recognizing and seizing; screening venture opportunities; brainstorming tool; introduction to the business plan.

Reading Material: “Management”, Appendix A and “How to Write a Great Business Plan”, by William A. Sahlman

Session 4: Criteria for Evaluating Venture Opportunities and take the “Am I the Entrepreneur Kind of Person” exam.

Exam/debate

Reading Material: “Criteria for Evaluating Venture Opportunities, in New Venture Creation”, by Jeffrey A. Timmons, chapter Opportunity Recognition.

Deliverables: Hand in 2 possible business ideas with their evaluation as new venture opportunities.

Session 5: Organizational Culture and Managing in a Global Environment.

Lecture/debate

Objective: What is organizational culture and current issues; outline the global environment; how to's on global business; how global business affects managers; GLOBE and Hofstede cultural analysis. Understand how the environment affects a company and its desired results.

Reading Material: “Management”, Chapter 3 (only pgs. 62-72) and Chapter 4.

Session 6: Discuss the case “Toys "R" Us Japan” by Debora L. Spar.

Case discussion

Reading Material: “Toys "R" Us Japan” by Debora L. Spar.

Session 7: Decision Making

Lecture/debate

Objective: Understand that decision-making is basically what a manager does; decision making process; types of decision making; types of problems and decisions; conditions; decision making styles. Practice using decision-making tools: Tree Diagram, Fishbone, Flowchart, Multi-voting, Prioritization.

Reading Material: “Management”, Chapter 6; decision making tools handouts.

Session 8: Decision-making tools

Workshop

Objective: Tree Diagram, Fishbone, Flowchart, Multi-voting, Prioritization. Use a decision tool to select the teams’ business opportunity and another to choose a name for your company.

Reading Material: Memory Jogger II

Session 9: Planning Fundamentals

Lecture/debate

Objective: Know what strategic planning is and how it helps managers be more efficient and effective.

Reading Material: “Management”, Chapter 7; BCG Matrix handouts;

Deliverables: Use a decision tool to select the teams’ business opportunity and another to choose a name for your company. Hand-in.

Session 10: Discuss case “Influenza Pandemic Planning at LHSC” by Elizabeth M.A. Grasby, David House

Case discussion

Reading Material: Case “Influenza Pandemic Planning at LHSC” by Elizabeth M.A. Grasby, David House

Deliverables: Hand-in your company’s mission statement, vision and strategic goals.

Session 11: Strategic management

Lecture/debate

Objective: Understand how a strategy well managed can make the difference amongst clients and competitors.

Reading Material: “Management”, Chapter 8 and Michael Porter’s 5 Forces.

Deliverables: Present SWOT and 5 Forces analysis of your business.

Session 12: Strategic management

Case discussion

Reading Material: “BMG Entertainment” by Jan W. Rivkin, Gerrit Meier

Session 13: Finance in a business

Lecture/debate

Objective: Understand how a company finances itself. The difference between liabilities and equity. Why finance/accounting skills are necessary in a business. Calculating your startup costs; finding the money you’ll business will need to begin with; budgeting, cash flow; computing your profitability.

Reading Material: To be determined.

Session 14: The importance of marketing

Lecture/debate

Objective: Understand the 4 P’ and how a marketing strategy affects a business.

Reading Material: Marketing Management, Analysis, Planning, Implementation and Control by Philip Kotler-handouts

Deliverables: Hand-in your business’s startup costs, break-even and first year cash flow.

Session 15: Managing Human Resources

Lecture/debate

Objective: The human resource process; planning and analysis for job positions; recruitment and selection; compensation, rewarding and diversity.

Reading Material: “Management”, Chapter 12

Deliverables: Hand-in business marketing strategy statement.

Session 16: Implementing Growth Strategies

Lecture/debate

Objective: Learn how businesses grow from family run to corporations; growth strategies: market penetration, market development, product development, diversification; implementing growth strategies: mergers and acquisitions, leverage buyouts, restructuring, strategic alliances, joint/ventures.

Reading Material: “Understand Strategic Management”, Anthony Henry chapter 8 pages 221-243 and case “Wal-Mart, 2005” by David B. Yoffie, Barbara J. MacK.

Session 17: Midterm Exam/Corporate Social Responsibility

Lecture/debate

Objective: Understand social responsibility and how it affects businesses today.

Reading Material: “Management”, Chapter 5 and case “IKEA's Global Sourcing Challenge: Indian Rugs and Child Labor” (A) by Christopher A. Bartlett, Vincent Dessain, Anders Sjöman.

Deliverables: Hand-in paper on what charity work your business would support and how.

Session 18: Leadership

Lecture/debate

Objective: Understand the difference between a leader and an executive. Managers or leaders? Theories on leadership; leadership models; and leadership skills in the 21-century.

Reading Material: Case “Meg Whitman at eBay, Inc. (A) by Linda A. Hill, Maria T. Farkas.

Deliverables: Select a corporate leader that you admire and prepare a one-sheet essay on why you admire that leader.

Session 19: Communication and Technology Information

Lecture/debate

Objective: Understand the importance of communication and technology in the organization; interpersonal communication; communication within the company; understanding information technology; communication in today's companies. The Perfect Pitch video.

Reading Material: “Management”, Chapter 11

Session 20: Managing Change and Innovation

Lecture/debate/exam

Objective: Understand how a change in the company affects the way managers do things. What is change? Forces needed to adapt to change; Lewin's change process; managing change; what's needed to successfully adapt to change; stimulating innovation. Take exam “How well do you manage change”.

Reading Material: “Management”, Chapter 13. Also, article “Change Through Persuasion” by David A. Garvin, Michael A. Roberto.

Session 21: Managing Teams and Employee Motivation

Lecture/debate

Objective: The importance of training. What is employee motivation and how does it affect the business? Current theories on motivation. The importance of knowing what is required of your work.

Reading Material: “Management”, Chapter 11 and 16.

Session 22: Managing Teams and Employee Motivation

Case discussion

Reading Material: case “Families, Fortunes, and Footwear: Reaching Out to the Fourth Generation of Brazil's Lupo S.A.” by John Ward, Sachin Waikar, Carol Adler Zsolnay.

Session 23: Control Fundamentals

Lecture/debate

Objective: Understand the importance that controls have in keeping the business in line with its strategy. What is Control and its importance? The control process; productivity; tools to control a business's productivity; financial controls; and corporate governance.

Reading Material: “Management”, Chapter 18

Deliverables: Define the controls that you would establish in your business, with key measurements and goals.

Session 24: Operations Management and the Value Chain

Lecture/debate

Objective: Understand how managing a business's operations will make it more efficient. What's

operations management and why is it important? Managing the value chain; Quality, ISO 9000 and Six Sigma

Reading Material: “Management”, Chapter 19

Deliverables: Hand-in a description of your business’s value chain.

Session 25: Operations Management and the Value Chain

Case discussion

Reading Material: Case “Shopster.com” by Malcolm Munro, Sid L. Huff.

Session 26: E-Commerce

Lecture/ Case discussion

Objective: The importance of the Internet. Creating your web site; getting traffic; Search Engine Optimization (SEO); Buy Pay Per Clicks; define payment options; e-marketing.

Reading Material: case “adM@rt (A)” by F. Warren McFarlan, Carin-Isabel Knoop, David Lane

Deliverables: Present business web page draft.

Session 27: Final Exam

Session 28: Business Pitches: Venturing Lab - Code: GE1-103-I-M

Presentation/Video lecture

Objective: Learn what an effective business pitch must have. Review multimedia documentation of online "elevator pitch" videos and evaluate them, through the use of an interactive questionnaire, according to determined criteria.

Session 29 and Session 30: Business Plan Pitches

Objective: Have each team present their business pitch to the rest of the class and professor, as if they were possible investors. In order to ensure that all teams have the same opportunities, sessions will be held one after another; in other words, it will be a 3-hour class.

Deliverables: Experience putting a sales pitch together and presenting to a large group.

4- METHODOLOGY AND ECTS WEIGHTING

Educational Methodology	ECTS	Study Time
15 Theoretical Sessions (in class)	10%	22,5 hours
15 Practical Sessions (in class)	25%	22,5 hours
Group Work (outside the classroom)	40%	30 hours
Individual Studies (outside the classroom)	20%	30 hours
TOTAL	100%	105 hours

5- EVALUATION SYSTEM

5.1. General Observations

Class Participation and Attendance (20%)

Students must come prepared to classes, with the assigned materials read and case studies analyzed. Several students will be called randomly per class to contribute to the class discussion. Useful questions made to the professor or to students presenting may improve your participation grade. Students need to participate in a minimum of 70% of theoretical classes and 90% of practical activities for each course. If you need to be absent, make sure to notify the professor prior to your absence.

Exams

There will be two exams. One mid-term (10%) and the final cumulative exam (25%) that will have concepts studied throughout the term.

Business Plan

Students will form teams of five. Most practical sessions will be focused towards getting parts of the business plan done. That is why it is very important you don't miss these sessions. Also, there will be a team presentation of the Business Plan, as if it were a sales pitch to possible investors. Each student must present a part of the Business Plan pitch. Peers in each team will give each other a contribution grade, in order to avoid any free riders.

Business Plan	20%
Business Pitch	20%
Contribution grade	5%

Class Integrity

Cheating will absolutely result in the failure of the assignment or exam involved. Plagiarism on written assignments is considered cheating, so please make sure to quote the source when writing down someone else's words or ideas.

5.2. EVALUATION AND WEIGHTING CRITERIA

Class participation	20%
Exams	35%
Business Plan	45%

6- BIBLIOGRAPHY

6.1 COMPULSORY: Management by Robbins and Coulter, 10th Ed. Additionally, there will be handouts provided prior to the corresponding lecture.

6.2 RECOMMENDED: Harvard Business Review on Entrepreneurship ("Harvard Business Review" Paperback) and The Small Business Bible, Steven D. Strauss.

7- LAPTOPS IN THE CLASSROOM

Students are encouraged to bring laptops to class. In some classes, students will be asked to go online in order to undertake research and prepare for discussion. At other times, I will ask for "lids down" which means the focus will be discussion oriented.

9- LUNCHES

I will offer several sign up times for lunch with students during the semester. This will give us an opportunity to get to know each other better. We will also use this time to discuss what is working well for you in the course and ideas you have for improvements for my course. Please send me an email with the date you want to reserve.

10- PROFESSOR BIO

Leticia Ponce

B.A. in Graphic Design from Universidad Anahuac in Mexico City and M.B.A. from Kellogg School of Management at Northwestern University in Evanston, Illinois. Founded LyL de Ultramar, the Master Franchise for Mexico of KA International, a leader in interior decoration franchises with more than 400 shops in five continents. During 8 years, she opened seven stores and managed a small team to service client and franchise needs. Worked as Quality Director for GE CAPITAL LARGO PLAZO for both Spain and Portugal. During this period she defined and implemented quality measurements for all functions of the Company, trained all company employees on GE's Quality Initiative and participated in the definition of quality incentive plans. Has also worked for a NFP organization.

