IE-BUSINESS MANAGEMENT

ASIGNATURAS DE VARIOS PROGRAMAS QUE CONVERGEN EN UNA SOLA

Professor: Leticia Ponce Hernández
E-mail: lponce@faculty.ie.edu

Academic year: 18-19
Degree course: FIRST
Semester: 2º
Category: COMPULSORY
Number of credits: 6.0
Language: English

PREREQUISITES
You need basic Excel and Powerpoint (or other presentation platform) skills.

SUBJECT DESCRIPTION
Organizations define today's societies, and we all need to learn how to manage ourselves within them, and sometimes how to direct them. All organizations, an advertising firm, a pharmaceutical company, a non-for-profit, have the same thing in common, to provide value to clients. But who and how is this value created? That's what we will be studying in this course. We will look at how organizations are set-up, how mission statements and values are defined, how goals are established and measured, and how managers and employees interact with each other and other stakeholders to create value for customers. In addition, we will study different tools and skills that managers need to use in their daily activities to achieve the organization's goals.

As a future professional, it's important to get a glimpse of what you might experience once you join a company or start a business. This course will help you understand some of the issues involved in both managing and being managed; and show you how to become a more effective contributor to the organizations you work in.

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 communicate these through a simple business plan. 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”.

OBJECTIVES AND SKILLS
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 the following 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 to use.
- Learn about the functional areas needed to run a successful business: marketing, finance/accounting, operations/productions, sales and human resources.
- Develop the necessary skills to become a strong leader and communicator.
- Learn to create and present a powerful and convincing business plan.

**METHODOLOGY**

In the second session, students will be put into diverse groups. These groups will be working together throughout the semester on the creation of a business plan. Sessions are divided into lectures and group presentations.

For Lecture Sessions, students need to come to class with the readings done and their questions ready to be answered. We will be using a flip-classroom methodology where students are the ones who give the class, and the professor guides the discussion to cover all of the material and clarify questions.

For Practical Sessions, groups must hang up in the Discussion Board their presentations before class begins. This will avoid loosing transition time between group presentations. All team members need to present in these presentations.

The course is structured around the following major topics: Management Fundamentals, Planning and Strategy, Organization and Human Resources, Leadership, Operations and Control.

Contents are presented in 30 sessions: roughly 15 sessions will take the form of lectures to learn the theory and the other 15 sessions will have a more practical approach to management. Note that sessions may vary in order to accommodate the class’s schedule, so be attentive to class announcements and to the campus online.

Very important: Reading materials must be read BEFORE the corresponding session in class. Lectures are not a passive explanation of the materials by the professor, but a discussion between students and professor of business theory and examples. Students are expected to come to class well prepared and ready to participate actively. You will be cold called and graded based on the comments you contribute to the classes.

Many examples discussed in class will be taken from the daily business press (FT, The Economist, WSJ…) and management students are expected to read these type of newspapers on a regular basis.

<table>
<thead>
<tr>
<th>Teaching methodology</th>
<th>Weighting</th>
<th>Estimated time a student should dedicate to prepare for and participate in</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lectures</td>
<td>16.67 %</td>
<td>25 hours</td>
</tr>
<tr>
<td>Discussions</td>
<td>3.33 %</td>
<td>5 hours</td>
</tr>
<tr>
<td>Exercises</td>
<td>20.0 %</td>
<td>30 hours</td>
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<td>Group work</td>
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<td>45 hours</td>
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<tr>
<td>Other individual studying</td>
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<td>45 hours</td>
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<tr>
<td>TOTAL</td>
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<td>150 hours</td>
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</table>

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INTRODUCTION TO THE COURSE AND ITS METHODOLOGY

B.C.: “Management”, Chapter 1, pages 34-52; Chapter 6, pages 184-189

Objective: Go over the syllabus in class. Overview of the course and the development of the main project: presenting a business plan. Talk about the Business Plan Challenge, and Profit and Non-Profit Entries. First lecture: understand who managers are and what they do; learn what an organization is and why it’s important to study management. Importance of social responsibility and sustainability of an organization.

SESSION 2

Know your company

Teams choose from a list of companies and after 30 min. of preparation teams make a 5 minute presentation on the key characteristics of the chosen company (industry, market value, products, competitors, management issues…) Students will practice teamwork under pressure, and learn how to evaluate and understand real world companies.

SESSION 3

Entrepreneurship and Business Plan

B.C.: “Management”, Chapter 9, pages 292-305 and Reference Examples in Documents of Campus Online

Objective: Understand who is an Entrepreneur. Seeking the opportunity: creating, shaping, recognizing and seizing; introduction to the business plan and importance of referencing.

SESSION 4

Business Model

T.N.: Business Model Generation (BMG), pages 1-51

Objective: Understanding the concept of Business Model as the cornerstone of any Business Plan. Overview of different business models of real companies, and search for the business model that best fits your new venture. Understanding the business CANVAS.

SESSION 5

Venture Idea Presentations

B.C.: Business Model Generation, pages 135-159

Discussion in class of the venture ideas of each team. Each team will briefly (5 min.) present to class their preliminary business idea. Brainstorming and discussing new venture ideas.

Deliverables: Hand in 1 or 2 possible business ideas for each team. Present possible business idea to use for the Business Plan using CANVAS to discuss and evaluate your teams’ ideas.

SESSION 6

Planning Fundamentals and Strategic Management

T.N.: “Management”, Chapter 8, pages 246-260

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**Objective:** What is Strategic Planning and how it helps managers to be more efficient and effective. Go over the Gantt Chart, industry analysis and market analysis.

**SESSION 7**  
**Industry Analysis**  
*T.N.: “Management”, Chapter 9, pages 266-288*  
Defining Mission, Vision and Objectives. Overview of SWOT; Porter’s Five Forces; Competitive Advantage; Value Chain.

**SESSION 8**  
**Managing in a Global Environment**  
**Objective:** Outline of the global environment. How global business affects managers. Understanding how the environment affects a company and its opportunities. Go over a PESTLE example.

**SESSION 9**  
**Present Update on Your Business**  
Each team will hand-in your company’s Gantt Chart, Mission and Vision statements and Strategic Goals; also present to class the Industry Analysis, SWOT, 5 Forces analysis of your company.

**SESSION 10**  
**Growth Strategies**  
*B.C.: Understand Strategic Management*  
**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.

**SESSION 11**  
**Midterm Exam**  
Be sure to bring your laptops to class, since it will be an online exam.

**SESSION 12**  
**Marketing**  
*B.C.: Business Model Generation*  
*B.C.: Marketing An Introduction, 12th Edition*  
**Objective:** Understand how a marketing strategy affects a business.  
**Reading Material:** BMG, pages 126-133.  
Marketing An Introduction, 12th Edition, Gary Armstrong and Philip Kotler, Chapter 1 and 2 in Documents of Campus Online
SESSION 13

E-Commerce and Internet
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.
Deliverables: Work on your team’s business webpage to be presented on the day of the pre-pitch.

SESSION 14

Implementing marketing
Teams will present to the class the marketing plan of their BP using the framework provided.

SESSION 15

Managing Human Resources
T.N.: “Management”, Chapter 12, pages 368-395
Objective: The human resource process; planning and analysis for job positions; recruitment and selection; compensation, rewarding and diversity.

SESSION 16

Organizational Culture and Employee Motivation
Objective: What is organizational culture and current issues? What is employee motivation and how does it affect the business? Maslow’s hierarchy of needs theory; McGregor’s Theory X and Theory Y; goal setting; reinforcement theory; designing motivating jobs; expectancy theory; current issues in motivation: autonomy, mastery and purpose.
Additional Viewing and Reading: The Happiness Advantage, by Shawn Achor

SESSION 17

Planning your Human Resources
Objective: To learn how to plan the human side of the business, how to align people with performance, and how to start from a small team to a large organization.
Deliverables: Teams will present the human resource plan of their venture, describe profiles for each position, compensations schemes, and cost structure of personnel

SESSION 18

Case Discussion
P.C.: Case Discussion: “Zappos: Happiness in a Box” (Stanford Graduate School of Business, CASE: M-333)
“Zappos: Happiness in a Box”. Come prepared to comment and earn participation points.

SESSION 19

Finance in a Business
T.N.: The Portable MBA in Entrepreneurship
Objective: Understand how a company finances itself. Liabilities and assets. Why finance/accounting skills are necessary in a business. Calculating your startup costs; finding the money; budgeting, cash flow, profitability. Revenue streams and cost structure of your company

Reading: Professor notes or The Portable MBA in Entrepreneurship by William D. Bygrave and Andrew Zacharakis, pages 141-165 in Documents of Campus Online

SESSION 20
The numbers in your Business Plan
Teams will calculate and present to class on Start Up Costs, and how to fund them; income statements and projections.

SESSION 21
Communication and Information Technology
R.A.: Guy Kawasaki’s The Only 10 Slides You Need in Your Business Pitch
T.N.: “Management”, Chapter 14, pages 434-455
Objective: Understand the importance of communication and technology in the organization; interpersonal communication; communication within the company; understanding information technology; how to make an awesome business pitch.

Reading Material:
Documents: Guy Kawasaki’s The Only 10 Slides You Need in Your Business Pitch in Documents of Campus Online

SESSION 22
Business Pitches: How to communicate your business model to others.
Objective: Learn what an effective business pitch is like.
Deliverables: Present your team’s preliminary pitch to class.

SESSION 23
Operations Management and the Value Chain vs Supply Chain
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, how operations affect your finances, etc.

SESSION 24
Operations Management and the Value Chain
Teams will present their operations plan and final finance plan of their BP.

SESSION 25
Fundamentals of Management Control
T.N.: “Management”, Chapter 18, pages 554-570, 575-577
Objective: Understand the importance that controls have in keeping the business in line with its strategy. What is Control and it's
SESSION 26

Business Plan Pitches

Objective: Teams present their business pitch to the rest of the class and professor, as if they were investors. 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: Prepare a business plan pitch and present and defend your business ideas.

SESSION 27

Business Plan Pitches

Objective: Teams present their business pitch to the rest of the class and professor, as if they were investors. 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: Prepare a business plan pitch and present and defend your business ideas.

SESSION 28

Case Discussion: “Wal-Mart, 2005”

P.C.: Wal-Mart, 2005 (705460-PDF-ENG)

It is imperative you attend the class discussion. If for what ever reason you can’t attend this sesión, let the profesor know ahead of time.

SESSION 29

Leadership and Managing Change and Innovation


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. Understand how a change in the company affects the way managers do things. Managing change; what’s needed to successfully adapt to change; stimulating innovation.

SESSION 30

Final Exam

Bring your laptops to class. The exam will be online.
BIBLIOGRAPHY

Title: Management, 13th Edition
Author: Robbins, Stephan P. & Coulter, Mary
Publisher / Edition / Year: Pearson Education Limited 2016

Title: Business Model Generation
Author: Alexander Osterwalder
Publisher / Edition / Year: John Wiley & Sons
ISBN / ISSN: 13: 978-0470876411

Title: Understand Strategic Management
Author: Hentry, Anthony
Publisher / Edition / Year: OUP Oxford
ISBN / ISSN: 13: 978-0471271543
Medium: PRINT ELECTRONIC

Title: Marketing An Introduction, 12th Edition
Author: Kotler, Philip & Armstrong, Gary
Publisher / Edition / Year: Pearson Education Limited 2015
Medium: PRINT ELECTRONIC

Title: The Portable MBA in Entrepreneurship
Author: Bygrave, William D. & Zacharakis, Andrew
Publisher / Edition / Year: John Wiley & Sons; 3rd Revised edition edition
ISBN / ISSN: 13: 978-0471271543
Medium: PRINT ELECTRONIC

Buy your books here
IE Library Permalink

COMPULSARY CASES:
- “Zappos: Happiness in a Box” (Stanford Graduate School of Business, CASE: M-333)

EVALUATION CRITERIA

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<thead>
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<th>Criteria</th>
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<tr>
<td>Class Participation</td>
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<tr>
<td>Mid term</td>
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<tr>
<td>Examen Final</td>
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<tr>
<td>Case Studies</td>
<td>5 %</td>
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</tr>
<tr>
<td>Business Plan</td>
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</table>

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Class Participation (10%)

Passive attendance to the class does not constitute participation. Students must come to class with the assigned materials read beforehand and case studies analyzed in depth. Students are expected to be very proactive and engaged in the class discussions, providing examples and contributing to enrich the discussion with thoughtful comments. Students may be called randomly during lecture to contribute to the class discussion. Main criteria for evaluation are as follows:

Depth and Quality of Contribution: The quality of your comment in terms of depth of insight, rigorous use of case evidence and consistency of argument will be rewarded.

Moving Your Peers’ Understanding Forward: To present your ideas you should be concise, clear and relevant. You will have multiple chances to present so your improvement along the way will be noted.

Frequency: you are encourage to participate as much as you can, but this does not mean you should speak for the sake of reaching some critical number. The quality of your comments is more important.

Note that if you miss the class, regardless of the cause for the absence, you automatically miss the opportunity to earn participation credit allocated for that session, and your grade will go down accordingly.

Exams (50%)

There will be 2 exams. One mid-term (15%) and the final cumulative exam (35%) that will include all the theoretical concepts studied throughout the term and the real world examples discussed. The weighted average of these 2 exams must be at least 50% in order to be able to pass the class.

Quizzes (5%)

There can be a short quiz at the beginning of each session dedicated to Case Studies. Reading and analyzing the Case Study BEFORE the session is mandatory and absolutely essential for the learning objectives, so students will be asked a number of short questions about it before the discussion begins. Note that being absent in the session in which the case is discussed means that the grade for the corresponding quiz will be 0.

Business Plan (35%)

Students will form teams of 5 to 7 members. Several practical sessions will be focused on advancing sections of the BP and teams are expected and required to meet regularly and work extensively in their BP outside of class.

There will be a team presentation of the Business Plan to the whole class. Each student must present a part of the BP pitch.

The BP document will account for 15% of the grade and it will be the same for all members of the team.

The presentation to the class will account for 15% of the grade and it will be assigned individually according to the quality of the work of each teammate. For this 15% I will also take into account the work done by each student in the presentations of small parts of the plan along the course. Remember, each team member has to present a part of the business pitch.

Peers in each team will assign each other a contribution grade, in order to avoid any free riders. The average of your peers’ evaluation will account for 5% of your grade and may further influence your individual grade on this team assignment. If for whatever reason you don’t grade your peers, you will get a 0% for not having done so.
Business Plan Challenge: at the end of the course, the professor will select the best Business Plan Project from each category (Profit/Non-For-Profit) to participate in the competition organized at the end of the semester.

Attendance
Students need to participate in a minimum of 70% of classes each course. Students who do not comply with this percentage of attendance will fail the course in the ordinary and the extraordinary calls of the academic year, and will have to enroll the course again in the next academic year.

If you need to be absent, make sure to notify the professor prior to your absence. The professor is not obligated to tell you how many absences you have. It is your responsibility to keep track of the number of times you do not attend class.

Tardiness
Students arriving after the professor has begun the class will not be allowed into the classroom. So please avoid the humiliation of attempting to enter.

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

- Sobresaliente/Outstanding: 9.0-10.0  (A to A+)
  Consistently produces work of the highest quality and craft; exhibits notable progress and development over the course of the semester; meets all course objectives at highest level; attendance is near-perfect, and contributions to course discussions are extremely valuable.

- Notable: 7.0-8.9  (B to B+)
  Completes all assignments with work of above-average quality and craft; exhibits significant progress and development; meets most course objectives; attendance and participation are very good.

- Aprobado: 6.0-7.0  (C to C+)
  Completes all assignments with work of acceptable quality and craft; exhibits some progress and development; meets a majority of course objectives. Attendance and participation are acceptable.

- Aprobado: 5.0-6.0  (D)
  Assignments are delivered but are incomplete and/or of low quality and craft; exhibits little progress and development; meets few course objectives. Attendance and participation are poor, but absences do not total more than 30%.

- Suspenso: 0-4.9  (F)
  Work is incomplete, missing, or does not meet course objectives. Attendance and participation are poor.

- Automatic Failure/Suspenso: 0  (F)
  Please note that a student who misses 30% or more of the scheduled sessions receives an automatic 0.0, and loses his or her right to the second “convocatoria.”

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RETAKE POLICY

- Each student has 4 chances to pass any given course distributed in two consecutive academic years (regular period and July period).
- Students who do not comply with the 70% attendance rule will lose their 1st and 2nd chance, and go directly to the 3rd one (they will need to enrol again in this course next academic year).
- Grading for retakes will be subject to the following rules:
  - Students failing the course in the first regular period will have to do a retake in July (except those not complying with the attendance rules, which are banned from this possibility).
  - Dates and location of the July retakes will be posted in advance and will not be changed. Please take this into consideration when planning your summer.
  - The maximum grade that a student may obtain in any type of retake will be 8 out of 10.
  - The retakes will consist on a comprehensive exam. The grade will depend only on the performance in this exam; continuous evaluation over the semester will not be taken into account. This exam will be designed bearing in mind that the passing grade is 5 and the maximum grade that can be attained is 8.
  - The students in their third attempt must take the midterm and final with the rest of the class. The weighted average of these 2 exams must be at least 50% in order to be able to pass the class.

PROFESSOR BIO

Professor: LETICIA PONCE HERNÁNDEZ
E-mail: lponce@faculty.ie.edu

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, USA.
Teaches at IE University since 2009. Created the Startup Lab in 2011. Has taught: Business Management, Build Your Own Startup, Entrepreneurial Mindset, Producing Happiness in the Workforce and in Yourself.

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, Fundación Consejo España-Estados Unidos.

OTHER INFORMATION

If you wish to see me outside the classroom, please talk to me personally or arrange a meeting using my email address: lponce@faculty.ie.edu

30th October 2018
CODE OF CONDUCT IN CLASS

1. Be on time: Students arriving more than 5 minutes late will be marked as “Absent”. Only students that notify in advance in writing that they will be late for a specific session may be granted an exception (at the discretion of the professor).

2. If applicable, bring your name card and strictly follow the seating chart. It helps faculty members and fellow students learn your names.

3. Do not leave the room during the lecture: Students are not allowed to leave the room during lectures. If a student leaves the room during lectures, he/she will not be allowed to re-enter and, therefore, will be marked as “Absent”. Only students that notify that they have a special reason to leave the session early will be granted an exception (at the discretion of the professor).

4. Do not engage in side conversation. As a sign of respect toward the person presenting the lecture (the teacher as well as fellow students), side conversations are not allowed. If you have a question, raise your hand and ask it. If you do not want to ask it during the lecture, feel free to approach your teacher after class.

   If a student is disrupting the flow of the lecture, he/she will be asked to leave the classroom and, consequently, will be marked as “Absent”.

5. Use your laptop for course-related purposes only. The use of laptops during lectures must be authorized by the professor. The use of Social Media or accessing any type of content not related to the lecture is penalized. The student will be asked to leave the room and, consequently, will be marked as “Absent”.

6. No cellular phones: IE University implements a “Phone-free Classroom” policy and, therefore, the use of phones, tablets, etc. is forbidden inside the classroom. Failing to abide by this rule entails expulsion from the room and will be counted as one absence.

7. Escalation policy: 1/3/5. Items 4, 5, and 6 above entail expulsion from the classroom and the consequent marking of the student as “Absent.” IE University implements an “escalation policy”: The first time a student is asked to leave the room for disciplinary reasons (as per items 4, 5, and 6 above), the student will incur one absence, the second time it will count as three absences, and from the third time onward, any expulsion from the classroom due to disciplinary issues will entail 5 absences.