



Brandeis University

INTERNATIONAL BUSINESS SCHOOL

BUS 10a Section 1

FUNCTIONS OF THE CAPITALIST ENTERPRISE

COURSE SYLLABUS

(Preliminary Version - The Final Version will be distributed in the first class.)

Fall 2009

Class Hours: 8:10 to 9:30 a.m., Monday and Wednesday
(Location TBA)

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BUS 10a Syllabus (March 2009 Version)



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COURSE DESCRIPTION

Summary The overall objective of this course is to introduce students to fundamental concepts in business management. The first part of the course reviews the key functions of managers through cases and lectures on financial reporting, marketing, operations, finance, organization, and strategy. The last part of the course examines the context of business, examining entrepreneurship, international business, business ethics, business and the environment, and other emerging business issues.

The course is recommended for students pursuing a business career or further study in business administration. It is an integral part of the International Business minor. The course will use case examples, as well as practical concepts, to build a framework for addressing key management issues. Its content is intentionally broad, to be of value to students who are not economic majors.

Introduction to Economics (ECON 2a) is a prerequisite for this course; Financial Accounting (BUS 6a) is recommended. If you have not had these courses, please see me.

Materials The course will use a textbook on business administration, as well as Harvard Business School case studies and selected articles. This syllabus lists the key readings and cases for each class and detailed study assignments. You should use these to guide your reading and preparation.

The required cases and some readings are in a packet available for purchase at the Brandeis Bookstore. They also carry the required textbook- Ronald J. Ebert and Ricky W. Griffin, Business Essentials, 6th Edition, Englewood Cliffs, NJ: Prentice Hall, 2007.

Teaching Methods In dealing with issues of general management, this course uses assigned readings, case studies, class discussions, and lectures to address key issues in management. Because this course is based on the case method, class participation by all students is essential. In order for this method to work, everyone must prepare the case and readings thoroughly. This would allow us to conduct analytical, rather than descriptive, discussions. I expect three P's from each student in every class:

1. Presence--attendance at each class is required.
2. Preparation--reading and assignments are to be prepared thoroughly and on time.
3. Participation--share your views and questions in class.



If you are unprepared for the discussion on any day, please let me know before that particular class. To encourage preparation and participation, each case discussion class will start with the cold calling of one to three members of the class at random.

Grading Students will be graded on a combination of the following:

1. Contributions to class discussions (25%): I will keep a record of class performance for each student and determine a grade based on the relevance, insightfulness and frequency of in-class comments. (Note the absence of “total air time”!)
2. A written midterm exam (25%): This is a written exam on a case that will be handed out after the Review. You will be asked essay questions directly relating to the case and also about the issues raised and discussed in class up to the midterm.
3. An in-class presentation (20%): An in-class presentation on solutions to environmental issues (i.e. how business can contribute to a smarter planet) will be done in teams of three.
4. A final paper analyzing a business issue facing a real company and (30%): The final paper will be done in teams of three. An outline is due in class on November 2nd. The final paper is due by 5pm on December 11th!

Class Discussion

Do’s:

Don’ts:

• Feel Free to express your opinion	• Just repeat case facts or other’s comments
• Be persuasive	• Use poor/wrong interpretation of data
• Talk briefly and clearly	• Make rule, vulgar, irrelevant and personal comments
• Address the entire class and not only the instructor	• Keep quite lest you might make a fool of yourself
• Listen to what others have to say	• Be obstinate
• Take a stand; defend your analysis	• Digress
• Have a sense of humor	• Talk for the sake of talking

Final Paper The final paper is an opportunity to examine in depth a topic of your choice. The paper must:

- deal with a problem a real company is facing today,
- incorporate specific learnings and/or paradigms from the course, and
- offer a clear set of recommendations that are carefully analyzed.

Failure to adhere to these requirements will result in a grade no better than B-.

Content of the Paper The paper should be based on empirical evidence and apply the ideas in the course. Typically, the paper will contain the following three elements:



1. Factual description of a company or aspect of a company's business. This portion of the paper should be built on data and case histories selected from the business press, from annual reports, and from other sources. You should become familiar with the Lexis/Nexis system at Goldfarb Library and use that for research. If you need help learning this system, ask for it at the Reference Desk. Note: This course aims to help you become a critical consumer of company information. Don't accept everything they put on their website as dogma; search for alternative sources and critical analysis!
2. Identification and analysis of a business problem or issue that the company faces or has faced. It is usually good to state the analytical purpose of the paper up front, i.e. the "question" you are addressing. Use the topics in the course or in the textbook as a guide to focusing in on a specific aspect of the business that you will analyze. It is essential for you to get perspectives from sources other than the company itself—newspapers, competitors, industry reports, etc. These will help you take a critical stance toward the company information.
3. Conclusions (or recommendations). Based on your research and analysis, you may suggest what the company ought to do about the problem you studied. This is not a mandatory part of the paper, however. Instead, you may provide conclusions about the phenomenon you studied or conclusions for management in general. At any rate, you must come to some "answers" for the questions you addressed.

Format of the paper Even though you need to cover the three areas above, they need not be discussed sequentially. You should use your best writing skills and editorial judgment to decide how to structure the paper. There is no one best way. Some excellent papers begin with a section giving the factual case, and then have a section with analysis of the case. Other excellent papers weave the facts in and out of the analysis. All good papers, however, are driven by the analytical goals that are identified up front; these goals and the material itself should guide how you decide to present your argument. Be aware that this paper should not be just a "case study" like those we read in class; those cases are purely descriptive. Your paper should be more like a "case study plus analysis."

Process of writing the paper Final papers will be written in teams of three students. Each student in a team will receive the same grade for the paper. Although the papers will be evaluated on quality, not quantity, their length will usually be between 10 and 15 double-spaced pages, including exhibits as needed. The grader's eyes will shut on page 16 and no credit will be given beyond that!

Each team should hand in a one-page outline of the paper on Monday, Nov 2nd. The final paper is due by 5pm on Dec. 11th. Late submissions will be penalized one full grade. If you have a good reason for missing this deadline (e.g. illness), you will need to contact me before this date.

**Office Hours**

MW 10-11:30 or by appointment (email banerjee@brandeis.edu).

Academic Honesty

You are expected to be honest in all of your academic work. This includes proper citation of the work of others in your papers and presentations. Potential sanctions include failure in the course and suspension from the university.

Special Accommodation

If you are a student with documented disability on record at Brandeis University and you wish to have a reasonable accommodation made for you in this class, please see me immediately.

Summary Schedule, Case Studies (Preliminary)

WEEK	MONDAY	WEDNESDAY
1	8/31 Introduction	9/2 Elements of Business
2	9/7 NO CLASS	9/9 Financial Statements
3	9/14 Marketing Goods & Services	9/16 Reebok
4	9/21 Producing Goods & Services	9/23 Benihana
5	9/29 Financing the Enterprise <i>(NO CLASS on 9/28)</i>	9/30 Butler Lumber
6	10/5 NO CLASS	10/7 Business Strategy/Crown Cork
7	10/12 Corporate Strategy/Sunrise	10/14 Motivation & Leadership/Kyocera
8	10/19 Review	10/21 Midterm
9	10/26 Org Structure/Corning	10/28 Ethics/Parable of Sadhu
10	11/2 Technology & Innovation	11/4 Eli Lilly
11	11/9 Entrepreneurship	11/11 Brightcove
12	11/16 Global Business	11/18 Euro Disney
13	11/23 Environment/Walden	11/25 Presentations
14	11/30 Presentations	12/2 Wrap-up



LIST OF READINGS (Preliminary)

Required Textbook

Ronald J. Ebert and Ricky W. Griffin, *Business Essentials*, 6th Edition (Englewood Cliffs, NJ: Prentice Hall, 2007).

Required Readings

Cases (in course packet):

"Reebok International Ltd." (HBS, 9-589-027)

"Benihana of Tokyo" (HBS, 9-673-057)

"Butler Lumber" (HBS, 9-292-013)

"Crown Cork and Seal" (HBS, 9-793-035)

"Sunrise Medical" (HBS, 9-794-069)

"Kyocera Corp" (HBS, 9-491-078)

"Corning International" (HBS, 9-381-160)

"Parable of Sadhu" (HBS, 97307)

"Eli Lilly: Innovation in Diabetes Care" (HBS, 696077)

"Brightcove and the Future of Internet Television" (HBS, 9-707-457)

"EuroDisney" (HBS, 9-707-457)

"Walden Woods" (HBS, 9-897-070)

Hot, Flat and Crowded, Chapter 1

Articles (also on LATTE):

Title: How competitive forces shape strategy.

Authors: Porter, Michael

Source: *Harvard Business Review*; Mar/Apr79, Vol. 57 Issue 2, p137-145

<http://resources.library.brandeis.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=3867673&site=ehost-live&scope=site>

Title: Disruptive Technologies: Catching the Wave.

Authors: Bower, Joseph; Christensen, Clayton

Source: *Harvard Business Review*; Jan/Feb95, Vol. 73 Issue 1, p43-53

<http://resources.library.brandeis.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=9501303527&site=ehost-live&scope=site>



<u>Date</u>	<u>Topics</u>	<u>Reading Assignments</u>
Mon 8/31	Introduction	Syllabus

I. Key Functions of a Business

Keeping Track of the Business

Wed 9/2	Elements of business enterprise	BE, 3-18 and 140-163 Ben & Jerry's website (www.benjerry.com)
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Note: September 7th there is no class!

Wed 9/9	Understanding financial statements	BE, 426-448 Ben & Jerry's 1998 Annual Report excerpts
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Filling Market Needs

Mon 9/14	Marketing goods and services	BE, 326-351 "A Guide to Case Analysis"
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Wed 9/16	Case Analysis	"Reebok International Ltd."
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Creating and Delivering Value

Mon 9/21	Producing goods and services	BE, 202-226
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Wed 9/23	Case Analysis	"Benihana of Tokyo"
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Making and Financing Investments

Note: September 28th there is no class!

Tues 9/29	Financing the enterprise	BE, 490-514 and 460-482
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Mon 9/30	Case Analysis	"Butler Lumber Company"
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Executing Corporate Strategy

Note: October 5th there is no class!

Wed 10/7	Competitive (Business) strategy	Revisit BE, 156-159 "How Competitive Forces Shape Strategy" "Crown Cork and Seal in 1989"
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Mon 10/12	Corporate strategy	BE, 92-96 "Sunrise Medical Wheelchair Products"
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Organizing the Business



Wed 10/14	Motivation and leadership	BE, 264-284 and 236-256 "Kyocera Corp."
Mon 10/19	Review of Part I	Case handed out
Wed 10/21	MID-TERM	Exam will cover all of Part I up to date
Mon 10/26	Organizational Structure	BE, 172-194 "Corning International"

II. Business in Context

Wed 10/28	Ethics	BE, 36-63 McCoy, "Parable of the Sadhu"
Mon 11/2	Technology & Innovation	BE, 397-418 "Disruptive Technologies" FINAL PAPER OUTLINE DUE!!
Wed 11/4	Case Analysis	"Eli Lilly"
Mon 11/9	Entrepreneurship	BE, 72-92 and 292-310
Wed 11/11	Case Analysis	"Brightcove"
Mon 11/16	Global Business	BE, 106-129
Wed 11/18	Case Analysis	"EuroDisney"
Mon 11/23	Environment	revisit BE, 36-63 Hot, Flat, and Crowded, Ch 1 "Walden Woods"
Wed 11/25	Smarter Planet Solution: Student presentations	
Mon 11/30	Smarter Planet Solution: Student presentations	
Wed 12/2	Course review & Wrap-up	
Mon 12/11	Final paper due by 5pm!	