



Brandeis University | INTERNATIONAL BUSINESS SCHOOL

BUS 10a (s3)
FUNCTIONS OF THE CAPITALIST ENTERPRISE

COURSE SYLLABUS

Fall 2009

Class Hours: Tuesdays and Thursdays, 5:10 – 6:30 p.m.
Location: International Hall, Sachar

Office Hours: Tuesdays and Thursdays, 3:30 – 5:00 p.m.
and by appointment

Office: Sachar 214

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Course Description

Objectives

The objective of this course is to introduce students to fundamental concepts in business management. The first half of the course reviews the key functions of managers through cases and lectures on accounting, marketing, operations, finance, organizational behavior & leadership, and strategy. The second half applies the knowledge acquired in the course to several broad themes: regulation, the business-government relationship, business in the global economy, and business ethics & the environment. Please note that there are several sections of BUS10a. All sections follow roughly the same schedule of readings and assignments for Part I of the course, but then diverge following the interests and expertise of the faculty member.

The course is recommended for students aiming to pursue a career in business or further study in business administration. It is an integral part of the Business minor. The course will use published case studies and practical concepts to build a framework for addressing key management issues. Its content is intentionally broad in order to be of value to students who are not Economics majors.

**Introduction to Economics (Econ 2a) is a prerequisite for this course;
Managerial Accounting (Bus 4a or 6a) is strongly recommended.**

Materials

The course will use a textbook on business administration, as well as Business School cases and selected articles that are collected in a XanEdu Coursepack. This syllabus lists the key readings and cases for each class. You should use these to guide your reading and preparation. In addition, case study questions will be posted in the course LATTE site each week.

Available for purchase at the Brandeis Bookstore are the required textbook and coursepack:

- ✓ Ronald J. Ebert and Ricky W. Griffin, *Business Essentials*, 7th Edition (Upper Saddle River, NJ: Prentice Hall, 2009).
- ✓ Coursepack # 303076 for *BUS010a Functions of the Capitalist Enterprise*. XanEdu CoursePacks, 2009.

Other pertinent materials, links, schedules etc. will be available on the course LATTE site.

Teaching Methods

This course, dealing with issues of general management, 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 allows us to conduct analytical, rather than descriptive, discussions.

I will expect three P's from students in every class:

1. **Presence:** attendance is required.
2. **Preparation:** reading and assignments are to be done on time.
3. **Participation:** share your relevant views and questions in class.

If you are unprepared for the discussion on any day, please let me know before the start of class. Otherwise I'll assume that you are prepared and may call on you.

Grading:

You'll earn your course grade through the following activities:

- **Contributions to class discussions (20%)** I will keep a daily record of class performance for each student and determine a grade based on the quality and frequency of in-class comments. Midway through the course, I will give feedback on class participation and suggestions for improvement.
- **An in-class PowerPoint presentation on “Service Quality” (5%)** given in teams of 5-6 students on **Tuesday, September 15**. Detailed requirements will be discussed in class; see the course outline and LATTE site for details.
- **Two case analysis write-ups (10%)**. Twice during the term I will assign a two-page analysis of a case. These will be graded simply as A, B or C according to the standards shown below.
- **A midterm exam (25%)** This is a written open-book exam that will take place during normal class hours on **Thursday, October 15**. You will be asked essay questions about the materials covered and issues discussed in class up to the midterm.
- **An in-class PowerPoint presentation on regulation *or* globalization (10%)**, given in teams of 5–6 students on **November 3 or November 19**. Each presentation will last 8-10 minutes, plus time for Q+A. Please inform me by 5 p.m. on **October 22** who is on your team and what your proposed topic will be. I will let you know the following morning if that topic has already been selected by another team.
- **A final paper analyzing a business problem facing a real company (30%)** The final paper must be done in teams of 3 students. The paper is due by close of business (5 pm) on **Tuesday, December 8**.

Guidelines for Success

For class discussion

Do's	Don'ts
• Complete all readings <i>before</i> class	• Repeat case facts with no 'value added'
• Feel free to express your informed opinions	• Misinterpret data or facts
• Be persuasive by using sound logic and facts	• Repeat comments of other students
• Speak clearly and briefly	• Wander off the point under discussion
• Address the entire class (not just the instructor)	• Dominate the class discussion
• Listen to and consider the views of others	• Make long-winded speeches
• Take a stand and defend it	• Silently assent to ideas that disturb you
• Use your sense of humor	• Make jokes that are funnier than the professor's
• Treat classmates with respect	

For Case write-ups

Do's	Don'ts
• Be concise (2 pages, double-spaced max.)	• Repeat case facts with no 'value added'
• Make and state reasonable assumptions	• Be wishy-washy or non-committal
• Assume that the instructor knows the case facts	• Use superficial data analysis
• Suggest creative alternatives	• Base your solutions on unrealistic assumptions
• Recommend a clear course of action	• Plagiarize
• Check spelling and grammar	

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 concepts and/or paradigms from the course, and*
- *offer a clear set of recommendations that are carefully analyzed.*

Failure to satisfy these requirements will result in a grade no better than C+. The paper should be based on empirical evidence and apply the concepts in the course. Typically, the paper will contain the following 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, annual reports, and other sources. Before proposing a topic, you should do some preliminary research using one or more of the excellent resources available on-line through LTS. As a starting point, visit the Business Research Guide at <http://brandeis.libguides.com/business>. In particular, visit the Company Info tab on this guide, and consult one or more of the following links:
 - [LexisNexis Academic Private Company Search](#)
 - [Business Source Complete: Data Monitor Reports](#)
 - [Compustat](#)

Note: This course aims to help you become a critical consumer of company information. Don't passively accept everything a company puts on its website as dogma—remember that a website is part of a firm's marketing strategy.

2. **Identification and analysis of a business problem the company is facing.** Please 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 focus 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 and recommendations.** Based on your research and analysis, you must suggest what the company should do about the problem you studied. Be specific.

Format of the paper. You need to cover the three areas above. Having said that, 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 laying out the factual case, followed by 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." On the other hand, the cases we've read are excellent models of exposition and organization.

Process of writing the paper. Final papers must be written in teams of 3 students. All students 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, plus exhibits (including a bibliography). Use your managerial and teamwork skills to ensure that all team members truly deserve the same grade. I am available for team coaching, conflict resolution, and for guidance in this phase of the course.

I will help you define an appropriate topic and give you guidance about the project. To do this, I will need to know early on what ideas you are considering. You must email me a one-page outline of the paper topic on or before **October 6** (the earlier, the better). I will give written feedback on these outlines after the midterm. After you have digested this feedback and worked a bit more on the research for the paper, you should make time to meet with me. *Please note that you may not use the same topic for both the regulation or globalization project and the final paper.*

The final paper is due in my office on or before **Tuesday, December 8**, at 5 pm. You may drop it off in person, upload it via LATTE, or attach a virus-free copy to an email. This is the absolute latest date and time for handing in the paper. Late submissions will be penalized. If you have a compelling reason for missing this deadline (e.g., illness, death in the family), please let me know so we can determine the best path to follow.

Academic Honesty

You are expected to be honest in all of your academic work. Instances of alleged dishonesty will be forwarded to the Office of Campus Life for possible referral to the Student Judicial System. Potential sanctions include failure in the course and suspension from the University. For the University policy, please see section 5 of *the Rights and Responsibilities Handbook*.

Office Hours

I will maintain regular office hours (see cover page of syllabus) in Sachar 214, and am happy to see you at the scheduled times or by appointment. In addition, you should feel free to use my mobile phone number at reasonable hours of the day and email is always a good way to raise questions and keep in touch.

Special Accommodation

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

List of Readings

Required Text:

Ronald J. Ebert and Ricky W. Griffin, *Business Essentials*, 7th Edition (Upper Saddle River, NJ: Prentice Hall, 2009).

Required Coursepack (#303076) of Cases and Supplementary Readings:

“Reebok International Ltd.” (HBS, 9-589-027)
 “Benihana of Tokyo” (HBS, 9-673-057)
 “Butler Lumber Company” (HBS, 9-292-013)
 “The Five Competitive Forces that Shape Strategy” (HBR R0801E)
 “Crown Cork and Seal in 1989” (HBS, 9-793-035)
 “Sunrise Medical Inc.’s Wheelchair Products” (HBS, 9-794-069)
 “Kyocera Corp.” (HBS, 9-491-078)
 “Corning Glass Works International (A)” (HBS, 9-381-160)
 “Public Policy and the Manager: Conceptual Framework” (HBS, 9-794-028)
 “Lobbying for Love? Southwest Airlines and the Wright Amendment” (HBS, 9-707-470)
 “Regulation of Free-for-All? Reconsidering Business’s Role in Public Policy” (HBS, U0211B)
 “Parable of the Sadhu” (HBR, R97307)
 “Premier, Inc. (A)” (BAB117)
 “Conflicting Interests in Taxi-Fare Regulation” (HKU366)
 “IKEA’s Global Outsourcing Challenge: Indian Rugs and Child Labor (A)” (HBS, 9-906-414)
 “Teva Pharmaceutical Industries, Ltd.” (HBS 9-707-441)
 “What’s a Business For?” (HBR, R0212C)

Schedule of Topics and Cases—At a Glance

Week	Tuesday	Thursday
1		08/27 Introduction
2	09/01 Elements of Business Enterprise	09/03 Financial Statements: Starbucks (in class case)
3	09/08 Marketing Goods and Services	09/10 Reebok
4	09/15 Production & Operations-- Student presentations	09/17 Benihana of Tokyo
5	09/22 Financing the Enterprise	09/24 Butler Lumber
6	09/29 <i>No Class: Brandeis Monday</i>	10/01 Strategy; 5 Forces ; Crown Cork and Seal
7	10/06 Strategy; Sunrise Medical ; <i>paper topic outline due</i>	10/08 Motivation & Leadership; Kyocera
8	10/13 Review of Part I – <i>midterm case distributed</i>	10/15 Midterm Exam
9	10/20 Organizational Structure; Corning International	10/22 Regulatory Theory; “ Public Policy & the Manager ”
10	10/27 Lobbying for Love? Southwest Airlines	10/29 Regulation or Free-for-All?
11	11/03 <i>Student Presentations on Regulation</i>	11/05 Ethics; “ Parable of the Sadhu ”
12	11/10 Premier Products, Inc.	11/12 Globalization; Taxi-Fare Regulation
13	11/17 Ikea’s Global Sourcing Challenge	11/19 <i>Student Presentations on Globalization</i>
14	11/24 Teva Pharmaceuticals	11/26 <i>No Class – Thanksgiving</i>
15	12/01 Conclusion; “ What’s a Business For? ”	
	12/08 TUESDAY: Final Papers are due	

Tentative Course Outline

Date	Topics	Reading Assignments (BE 7/BE6) ¹
Th 8/27	Introduction and Syllabus review	Introductory exercise.
<u>I. Key Functions of a Business</u>		
<i>Keeping Track of the Business</i>		
Tu 9/1	Elements of business enterprise; financial reporting	2–12, 62–66, 196–211/ <i>3–18, 140–147, 428–448</i>
		Visit Starbucks' website (www.starbucks.com)
Th 9/3	Understanding financial statements	208–210/ <i>443–446</i> Starbucks' financial statements (on-line)
<i>Filling Market Needs</i>		
Tu 9/8	Marketing goods and services	148–163, 164–179/ <i>326–355 & 364–385</i> "A Guide to Case Analysis" (posted on LATTE)
Th 9/10	Case Analysis	Case Analysis "Reebok International Ltd." (HBS, 9-589-027)
<i>Creating and Delivering Value</i>		
Tu 9/15	Producing goods and services	Student Presentations: Service Quality
Th 9/17	Case Analysis	91–105 / <i>202–225</i> "Benihana of Tokyo" (HBS, 9-673-057)
<i>Making and Financing Investments</i>		
Tu 9/22	Financing the enterprise	226–241; Review 208–210 / <i>App. A, 481–490. Review 443–446</i>
Th 9/24	Case Analysis	"Butler Lumber Company" (HBS, 9-292-013)
<i>Crafting and Executing Corporate Strategy</i>		
Tu 9/29	No Class – Brandeis Monday	
Th 10/1	Competitive strategy case analysis	"The Five Competitive Forces that Shape Strategy" (HBR R0801E) "Crown Cork & Seal in 1989" (HBS, 9-793-035)
Tu 10/6	Corporate strategy Final Paper Outline due today	"Sunrise Medical" (HBR, 9-794-069)

¹ Page numbers in bold refer to Ebert & Griffen, *Business Essentials*, 7th Ed. Page numbers following "/" in italics refer to the 6th edition.

Date	Topics	Reading Assignments (BE 7/BE6) ¹
<i>Organizing the Business & Motivating People</i>		
Th 10/8	Motivation and leadership	107–119, 120–132 / 236-257; 264-277 “Kyocera Corp.” (HBS, 9-491-078)
Tu 10/13	Review of Part I – <i>midterm case distributed</i>	
Th 10/15	Midterm Exam	<i>Exam will cover all of Part I</i>
Tu 10/20	Organizational Structure	76–89/ 172–194 “Corning Glass Works International (A)” (HBS, 9-381-160)
<u>II. Business in Context</u>		
<i>The political/regulatory environment</i>		
Th 10/22	Some limits of the Capitalist system	245–249/ 535–545 “Public Policy and the Manager” (HBS, 9-724-028)
Tu 10/27	Case Analysis	“Lobbying for Love? Southwest Airlines and the Wright Amendment” (HBS, 9-707-470)
Th 10/29	Examining the business-government relationship	“Regulation or Free-for-All? Reconsidering Business’ Role in Public Policy” (HBS, U0211B)
Tu 11/ 3	Current regulatory issues in the US	Student Presentations
<i>Business Ethics</i>		
Th 11/ 5	Concepts and Case	18–31/ 36-50 McCoy, “Parable of the Sadhu” (HBR, R97307)
Tu 11/10	Case Analysis	“Premier, Inc. (A)” (Babson, BAB117)
<i>Doing Business Globally</i>		
Th 11/12	Global Perspective/ Case Analysis	47–61/ 106-130 “Conflicting Interests in Taxi-Fare Regulation” (Hong Kong Univ., HKU366)

Date	Topics	Reading Assignments (BE 7/BE6)¹
Tu 11/17	Case Analysis	IKEA's Global Outsourcing Challenge (HBS 9-906-414)
Th 11/19	The globalization of markets	Student Presentations
Tu 11/24	Case Analysis	Teva Pharmaceutical Industries, Ltd. HBS 9-707-441)
Th 11/26	<i>No Class--Thanksgiving</i>	
Th 12/ 1	Conclusions—Functions of the Capitalist Enterprise	“What’s a Business For?” (HBR, R0212C)
Tu 12/ 8	Final Papers due by 5 pm—either deliver to Sachar 214, upload to LATTE, or email to rcarver@brandeis.edu	